

ADOPTED FISCAL YEAR 2021-22 BUDGET



**CITY OF REDWOOD CITY
REDWOOD CITY, CALIFORNIA**

**ADOPTED BUDGET
FISCAL YEAR 2021-2022**

CITY COUNCIL

**Diane Howard, Mayor
Giselle Hale, Vice Mayor**

**Alicia C. Aguirre, Council Member
Lissette Espinoza-Garnica, Council Member
Jeff Gee, Council Member
Diana Reddy, Council Member
Michael Smith, Council Member**

CITY MANAGER

Melissa Stevenson Diaz

PREPARED BY

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CITY OF REDWOOD CITY

EXECUTIVE TEAM

City Manager.....	Melissa Stevenson Diaz
City Attorney.....	Veronica Ramirez
City Clerk.....	Pamela Aguilar
Assistant City Manager – Administrative Services	Michelle Flaherty
Assistant City Manager.....	Alex Khojikian
Community Development and Transportation	Mark Muenzer
Fire (acting)	David Pucci
Human Resources	Michelle Katsuyoshi
Library.....	Derek Wolfgram
Parks, Recreation and Community Services	Chris Beth
Police.	Dan Mulholland
Public Works Services.....	Terence Kyaw

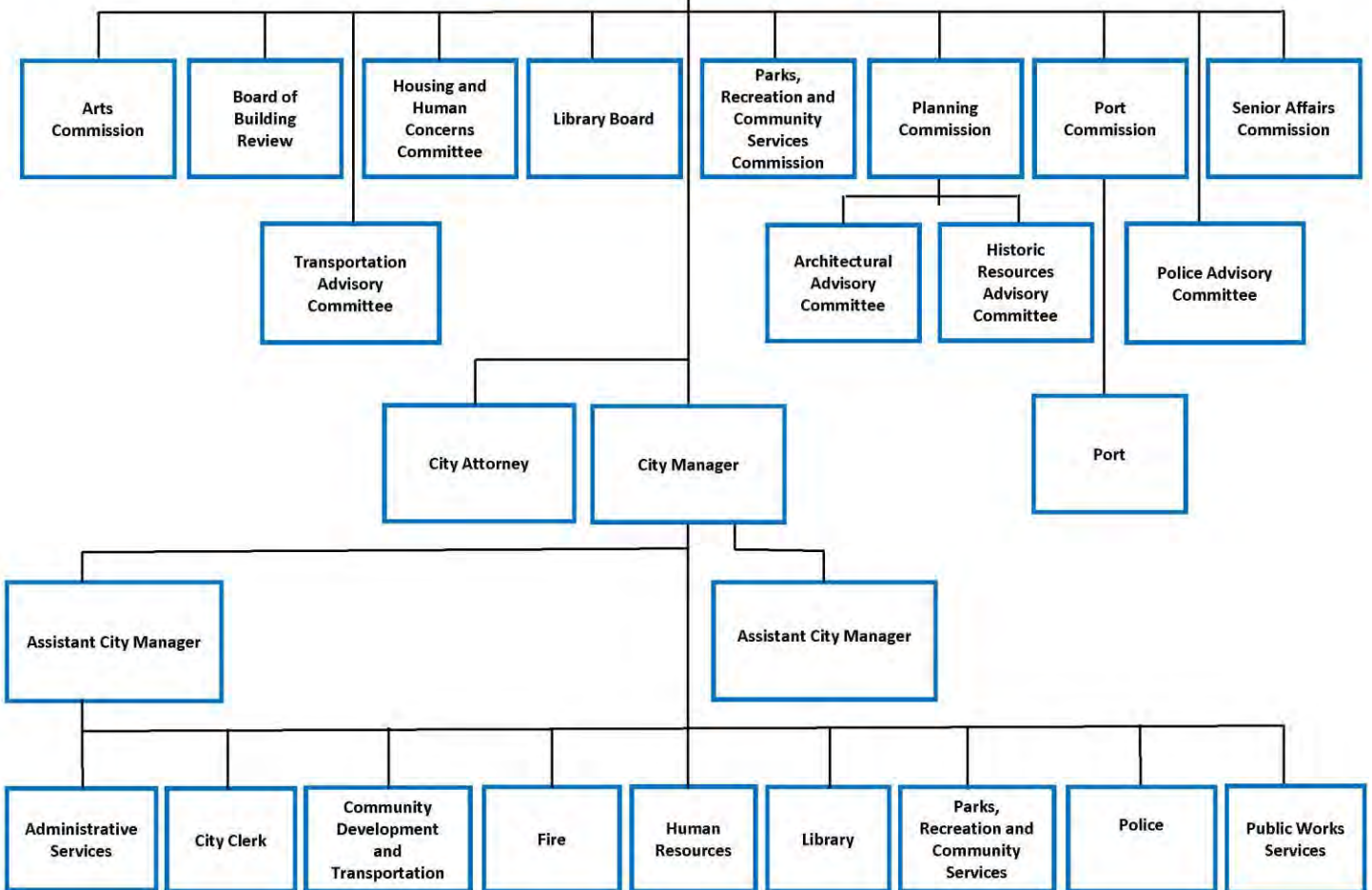
2021

RESIDENTS

CITY COUNCIL

Diane Howard, Mayor
Giselle Hale, Vice Mayor

Alicia C. Aguirre
Lissette Espinoza-Garnica
Jeff Gee
Diana Reddy
Michael Smith





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Redwood City
California**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

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PREFACE

PREFACE

The staff report that follows was submitted to the City Council on June 28, 2021 along with the resolution that, upon approval by the City Council, adopted the FY 21-22 budget.

The staff report outlines changes made to the Recommended Budget submitted to Council during the study session and this document has been updated through to reflect those changes. Additionally, the titles to the schedules and graphics have been updated to read “Adopted” throughout.

PREFACE



DATE: June 28, 2021

SUBJECT

Adopt City of Redwood City Fiscal Year (FY) 2021-22 Budget and Successor Agency to the Redwood City Redevelopment Agency (RDA) Fiscal Year 2021-22 Budget

RECOMMENDATION

1. Hold a public hearing;
2. By motion of the City Council, adopt a City Council resolution adopting the Budget of the City of Redwood City for Fiscal Year July 1, 2021 - June 30, 2022 and providing for the appropriation and expenditure of all sums set forth in said budget; and
3. By motion of the Successor Agency Board, adopt a Successor Agency to the Redwood City Redevelopment Agency resolution adopting the Budget of the Successor Agency for Fiscal Year July 1, 2021 – June 30, 2022 and providing for the appropriation and expenditure of all sums set forth in said budget.

STRATEGIC PLAN GUIDING PRINCIPLE

Excellence in Government Operations

BACKGROUND

In accordance with the City Charter, the Fiscal Year (FY) 2021-22 City of Redwood City Recommended Budget was submitted to the City Council on June 1, 2021. The Recommended Budget incorporates the City Council-endorsed financial and community pandemic recovery strategy – nicknamed the “Three R’s” for “Respond, Restore, and Reimagine” – and addresses the City Council’s strategic priorities and guiding principles established in the City’s Strategic Plan.

PREFACE

The past year brought an historic time of difficulty to our community, our nation and the world. We have navigated a cascade of crises – health, economic, environmental, social, civic, and political – resulting in enduring community, organizational and personal traumas. Now, with COVID-19 vaccinations more widely available, contributing to a low positivity rate, shuttered businesses and government services have begun to reemerge from the pandemic. As the path out of the crises is coming into view, we find ourselves pursuing recovery while continuing to respond to ongoing challenges on multiple fronts.

Redwood City enjoyed a healthy economy before it was thrust into the COVID-19 recession. The economic sectors most negatively affected by the pandemic were transportation, tourism and hospitality. Redwood City transit occupancy tax from hotel stays dropped precipitously from \$6.1 million in FY 2019-20 to a projected \$1.6 million in FY 2020-21. Traditional sales tax (point of sale) revenues were also down, from \$10.7 million for the first two quarters of FY 2019-20 to \$9.5 million for the first two quarters of FY 2020-21. In response to these financial limitations, together with the unique demands of this historic moment, we recognize the need to invest in change management for our community and for our workforce.

Several resources and a commitment to financial discipline have offset some of these financial setbacks, and additional resources are anticipated. The passage of Measure RR by Redwood City voters in 2018 created a new stream of sales tax revenue. This projected infusion of \$10.6 million in FY 2020-21 was pivotal in preventing Redwood City from more drastic budget cuts beyond the \$6.2 million in reductions absorbed in the last fiscal year through difficult cuts to almost every department. Most of those cuts remain in place, though the majority of Fire Department reductions were reversed to enable pandemic related services and to provide additional time to explore new service models. In addition, Redwood City received \$1.1 million in federal Coronavirus Aid, Relief and Economic Security (CARES) Act funding, continues to pursue reimbursement of emergency response expenditures from the Federal Emergency Management Agency, and expects to receive \$18.5 million in federal American Rescue Plan Act assistance over the next two years. As the State takes advantage of an historic budget surplus of \$76 billion, new state resources may also help address community needs in the year ahead. Recommendations for using federal assistance funds are detailed later in this report. Recognizing that one-time resources such as federal assistance must be invested responsibly in one-time expenditures rather than ongoing costs, the City remains committed to envisioning new ways of doing business to support its long-term financial sustainability.

The Recommended Budget was developed utilizing Redwood City-based OpenGov, an online software first approved for implementation by the City Council in Fiscal Year 2019-20. This overhaul supports continuous improvement efforts related to financial management, disclosure, and increasing transparency of the City's operations, as well as enhancing the City's budget development process.

In April 2021, the City launched the "Open Budget" online transparency tool, available by visiting <http://www.redwoodcity.org/budgetportal>. This software, also provided by OpenGov, enables the public to interact with real time information about the City budget. In addition, the Recommended Budget allocates \$1 million for a participatory budgeting pilot program to seek community input on use of onetime funds through online polling and other methods next year.

PREFACE

On June 14, 2021, the City Council held a study session to receive the FY 2021-22 Recommended Operating Budget and provide direction for the FY 2021-22 Adopted Budget. A copy of the staff report is available here: [Budget Study Session on June 14, 2021](#). At that meeting, the City Council received several public comments on the FY 2021-22 Recommended Budget.

ANALYSIS

The Recommended Budget reflects prior City Council direction to ensure financial sustainability for the City, including paying down liabilities, using one-time funds for one-time needs, and setting aside sufficient reserves. The City's General Fund reserve is intended to support City operations and has a current estimated unencumbered balance of approximately \$31.6 million, which meets the City's reserve policy of 15 percent of the next fiscal year's revenues, and includes the \$7.5 million that will be used to help offset anticipated deficits.

Forecasting future revenues continues to be difficult in the current economic climate. As economic activity increases, staff continues to monitor actual revenues received and to work closely with the City's revenue consultants on recovery factors, including keeping abreast of the constant economic changes that are occurring.

FY 2021-22 Recommended Budget at-a-Glance

The FY 2021-22 Recommended Budget for all funds totals \$315.8 million in revenues and \$326.1 million in expenditures (before transfers in and out). The General Fund revenue portion of the budget is \$160.5 million. Using current Recommended Budget numbers, expenditures and transfers out are projected to exceed revenues and transfers in. As a result, the General Fund is projected to have a deficit of \$7.8 million, before utilizing the \$7.5 million in reserves that had been set-aside from FY 2019-20 for future anticipated deficits. The remaining \$300,000 deficit will be covered by the estimated operating balance from FY 2020-21.

PREFACE

	FY 2021-22 Recommended Budget
Revenues	
General Fund	\$ 160,496,556 *
Special Revenue Funds	20,348,380
Capital Project Funds	1,407,982
Enterprise Funds	94,902,051
Internal Service Funds	38,621,974
Total Revenues	\$ 315,776,943
Expenditures	
General Fund	\$ 155,109,409
Special Revenue Funds	23,609,809
Capital Project Funds	10,295,635
Enterprise Funds	95,737,720
Internal Service Funds	41,316,015
Total Expenditures	\$ 326,068,588
Net Change in Fund Balance/Net Position	\$ (10,291,645)
Full-Time Equivalents (FTE)	551.4

*Includes \$8,863,038 of Utility Users' Tax revenue that is transferred to the Capital Projects Fund

NOTE: Revenues and Expenditures are shown before transfers in/out.

Updated numbers have been included in the table above for any adjustments made to the revenues and/or expenditures since June 14, 2021. Details of the adjustments are below and in Exhibit A of Attachment A.

Capital Improvement Program (CIP)

The Capital Improvement Program (CIP) is a valuable resource for achieving the City Council's strategic priorities. Each year, the CIP project recommendations are presented to the City Council in the spring for adoption with the budget in June. Proposed projects include infrastructure and facility upgrades, as well as major capital investments in the community. A study session was held on April 12, 2021 to receive City Council feedback. Based on City Council direction and feedback, projects are prioritized and funding is then allocated for the upcoming fiscal year and included in the Recommended Budget.

A Five-Year CIP is prepared for City Council review annually. The Five-Year CIP provides a longer-term perspective on needed capital investments and is a fiscal and strategic tool to plan, fund, prioritize, and monitor capital investments in the community. The Five-Year CIP includes the proposed capital budget for FY 2021-22, as well as planned project needs for FY 2022-23 through FY 2025-26. The proposed Five-Year CIP is scheduled for City Council review and approval in July.

The total Fiscal Year 2021-22 Capital Improvement Program (CIP) budget is \$31.3 million. This budget includes 47 projects with funding of \$28.3 million plus dedicated staffing resources equal to 28 full-time equivalent (FTE) positions at \$3.0 million.

PREFACE

Funding for capital projects is derived from many sources, with the Capital Outlay Fund, also known as Utility Users Tax (UUT) being the primary revenue source utilized for all capital improvement projects without dedicated revenue. As noted during the April CIP study session, UUT revenue is declining. Most other funding sources are restricted to certain purposes and, in some cases, must be spent within a prescribed period. Dedicated revenue sources are restricted for specific purposes and include park impact and park in-lieu fees, water and sewer capital project funds, and various transportation funds including Measure A and Measure W and Gas Tax revenues.

The recommended FY 2021-22 CIP budget is aligned with anticipated revenue and staffing. The remaining fiscal years of the Five-Year CIP are for planning purposes, with projects beyond FY 2021-22 partially unfunded at this point. Approval of the FY 2021-22 CIP budget is recommended as part of this report. A proposed Five-Year Capital Improvement Program for FY 2021-22 through FY 2025-26 is scheduled for City Council review and approval in July.

Successor Agency to the Former Redevelopment Agency

Included in the FY 2021-22 Recommended Operating Budget presented to Council on June 14 was a budget for the Successor Agency. This budget appears in the Fiduciary Funds section, pages 398-399. The budget provides the necessary resources to finance the Successor Agency's obligations of \$3.6 million that will come due in FY 2021-22.

After reviewing the FY 2021-22 Recommended Operating Budget for the Successor Agency, the City Council directed no changes to the budget as submitted.

Changes to the Recommended Budget since June 14, 2021

The following additions/subtractions have been made as clean-up items to the Recommended Budget and are detailed in Exhibit A of Attachment A. The General Fund adjustments were already included in the original 10-Year General Fund Forecast presented on June 14, 2021.

- Decreased General Fund Revenue by \$235,567
- Increased General Fund Expenditures by \$2,400,000
- Increased Special Revenue Fund Revenue by \$277,819
- Increased Internal Service Fund Expense by \$224,999

The Detailed Operating Expenditure Schedule inadvertently left off \$9,241,531 of General Fund expenditures related to the American Rescue Plan Act. However, the Consolidated Operating Expenditure Schedule included this line item.

Follow-up from City Council Discussion on June 14, 2021

Members of the City Council asked several specific questions during the Budget Study Session held at the City Council meeting of June 14, 2021. A summary of staff answers to these questions is provided below.

PREFACE

1. How could we do budgeting to show how much we spent on specific things like particular equipment, like Tasers, or functions, like PR for the Police?

The City of Redwood City, like most government jurisdictions, does not conduct program budgeting or line item budgeting due to the accounting and management complexities of such a system. If Redwood City were to decide to transition to program budgeting or line-item budgeting, it would require a multi-year process including a redesign of the chart of accounts, analysis and redesign of expenditures in each program of each department, considerable management strategy regarding the re-grouping and organizing of information, retraining of staff citywide and redesign of budgeting processes citywide. Given that the City's financial systems and chart of accounts are currently completing a redesign associated with the implementation of the ERP financial software system, the capacity to transition to program budgeting is not currently available.

With respect to the Police Department budget, there is no funding allocated for public relations. Unlike many cities that have a specific public information officer position in the police department, the Redwood City Police Department assigns this task as a collateral duty to the Investigations Lieutenant. The high demands of the Investigations Lieutenant position require the department to rely on support from the Communications staff in the City Manager's Office to assist with press and media inquiries, website communication management and related needs.

Regarding annual operating costs associated with Taser and less lethal devices and munitions, the Police Department typically spends an estimated \$8,000 per fiscal year on material related to these programs. This cost is usually absorbed within the Patrol Supplies and Services account or covered by available grant funding if the purchase qualifies. Tasers have a five-year service life; in 2018, the City purchased 125 Tasers for \$203,000.

2. How are the City's investments committed, and is there flexibility in use of those funds?

The majority of the City's cash and invested dollars are restricted to purposes associated with Special Revenue Funds like grants, Enterprise Funds, Internal Services and Capital Projects. In addition, some of the funds are held through the City's role as a fiduciary agent for other entities. Much of the General Fund cash is needed to fund payroll, temporary negative balances in other funds, and other obligations. A table of cash and investment balances by fund provides more detail in Attachment C: Cash & Investments by Fund.

3. Is the value we get from our Section 115 greater than an alternative use of those funds?

Redwood City's CalPERS funding status lags behind most of our benchmark cities. As of June 30, 2020, our pension plans are 65.0% funded, which means that our balance in our CalPERS accounts are only 65% of what they should be to cover our pension liabilities.

PREFACE

Our benchmark cities are averaging a higher funding percentage at 66.5%, with a range of 62.1% to 71.7%.

To fully fund pension obligations, similar to other governments, Redwood City is required to significantly increase payments to CalPERS. Within three years, Redwood City's required annual payments will be \$5 million higher than this year. (Background information on this can be found in [the 6/14/21 Budget Study Session staff report](#) beginning on the lower half of page 8, and in the Budget Forecast section of the FY 2021-22 Recommended Budget on page 195).

As we prepare for increasing payment requirements from CalPERS, our consultant (Bartel Associates) has recommended a combination of direct payments to CalPERS and payments to our Section 115 Pension Trust Account as a preferred practice. The main benefits of the trust account are that it enables us to:

1. Diversify part our pension investments apart from CalPERS, so that if CalPERS performs poorly we may benefit from an alternative investment account.
2. Retain some flexibility with respect to how the funds may be spent: we can use the trust account to pay for required contributions or we can reimburse ourselves for the equivalent of required contributions that we make in a given year.
3. Obtain higher returns than we could if we established a City reserve for funding pension payments and invested according to the limited investment vehicles available to the City.

As the City's CalPERS payment requirements increase, we anticipate using the money we've set aside in the Section 115 Pension Trust Account – and the interest it has earned – to help meet our payment requirements to CalPERS. At this time, we have not yet applied these funds toward our CalPERS obligation so the reserve has not yet affected our unfunded liability. We expect we will draw from the trust within the next five years.

4. What are the returns for our 115 pension trust?

The City established its section 115 pension trust account in January 2018. The investment returns since inception, and in the last year, are provided below.

Inception (2/1/18) – 3/31/21 – 6.73%
4/1/20-3/31/21 – 20.9%

As a comparison, the City's investment portfolio (which has a different, more conservative investment strategy in accordance with state law and City policy) has averaged a 2.0% rate of return since July 2018.

PREFACE

5. What is the status of efforts to increase City revenues?

In 2018, Redwood City voters approved a local sales tax and taxes on cannabis business activity. The local sales tax is in place. The City is currently in the permitting process to allow up to six retail cannabis storefronts in the City. The City's cannabis and sales tax consultant, HdL, estimates that the City will receive approximately \$1.3 million in new annual tax revenue from the six retail storefront businesses. The City also recently permitted six cannabis delivery businesses, three of which are operational; the City has received \$652,000 from the three delivery businesses to date.

Additionally, staff are preparing to bring a proposal related to park impact fees to City Council in the fall. The concept grew out of the Parks Needs Assessment, which led to a nexus study for increasing residential park impact fees and new commercial park impact fees. A benchmark study was then prepared to examine comparable fees among neighboring jurisdictions. In preparation for finalizing a recommendation to City Council, staff have conducted outreach including two webinars with developers and the establishment of a [dedicated web page](#) to provide background information on the City's consideration of park impact fees including studies and reports, draft recommendations, and email links to submit questions and feedback.

While there are no near-term plans to consider additional tax measures, such as business taxes or transient occupancy taxes on hotel lodging, given the City Council's priority to restore economic vitality in the city, the City Council's Finance and Audit Sub-Committee may wish to discuss this in FY 2021-22.

FISCAL IMPACT

General Fund revenues are budgeted at \$160.5 million and General Fund expenditures are budgeted at \$155.1 million. In addition, the Recommended Operating Budget includes revenues of \$155.3 million and expenditures of \$171.0 million in all other funds.

The recommended FY 2021-22 CIP budget of \$31.3 million is being proposed for budget approval. The Five-Year CIP, which is for planning purposes, and includes projects beyond FY 2021-22, is scheduled for City Council review and approval in July.

The budget also provides the necessary resources to finance the Successor Agency's obligations of \$3.6 million that are due in FY 2021-22.

ENVIRONMENTAL REVIEW

This activity is not a project under California Environmental Quality Act (CEQA) as defined in CEQA Guidelines, section 15378, because it has no potential for resulting in either a direct or reasonably foreseeable indirect physical change in the environment.

PREFACE

PUBLIC NOTICE

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting. Additionally, consideration of the budget was announced through electronic communication channels and the budget public hearing was posted on the City's website at City Hall.

ALTERNATIVES

The City Charter requires that the Council adopt a budget by resolution. Not adopting a budget would place the City out of compliance with the City Charter.

ATTACHMENTS

Attachment A – Resolution adopting the Recommended Operating Budget for FY 2021-22

Attachment B – Resolution adopting the Successor Agency Budget for FY 2021-22

Attachment C – Cash & Investments by Fund

RELATED DOCUMENTS IN CITY CLERK'S OFFICE

City of Redwood City FY 2021-22 Recommended Operating Budget www.redwoodcity.org/budget

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APPROVED BY:

Michelle Poché Flaherty, Assistant City Manager and Administrative Services Director
Melissa Stevenson Diaz, City Manager

PREFACE

RESOLUTION NO. 15966

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDWOOD CITY ADOPTING THE BUDGET OF THE CITY OF REDWOOD CITY FOR FISCAL YEAR JULY 1, 2021 - JUNE 30, 2022 AND PROVIDING FOR THE APPROPRIATION AND EXPENDITURE OF ALL SUMS SET FORTH IN SAID BUDGET

WHEREAS, a copy of the Recommended Budget for Fiscal Year July 1, 2021 – June 30, 2022 ("Recommended Budget") was filed with the City Clerk; and

WHEREAS, after filing the Recommended Budget, staff determined that it inadvertently misstated amounts for a few designated subprograms, and the correct amounts are shown on attached Exhibit A; and

WHEREAS, in accordance with the Charter of the City of Redwood City, the City Manager has submitted to the Council of Redwood City a proposed annual budget for Fiscal Year July 1, 2021 - June 30, 2022, which is the Recommended Budget presently on file in the Office of the City Clerk with the corrections in Exhibit A; and

WHEREAS, pursuant to the Charter, after duly noticed public hearing, the Council has approved the budget and it has been certified as the Budget of the City for Fiscal Year 2021-22; and

WHEREAS, it is the intention of the Council of Redwood City to adopt the certified copy of the Budget, which is the Recommended Budget presently on file in the office of the City Clerk with the corrections in Exhibit A.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF REDWOOD CITY AS FOLLOWS:

SECTION 1. Adoption of Budget. The Budget for the Fiscal Year July 1, 2021 - June 30, 2022, approved by the Council and certified by the City Clerk and City Manager, which is the Recommended Budget presently on file in the Office of the City Clerk with the corrections in Exhibit A, is adopted. The Budget is contained in the document entitled "Recommended Budget FY 2021-21" with the corrections in Exhibit A.

SECTION 2. Appropriations. The amounts designated for subprograms in the Recommended Budget document's "Detailed Operating Expenditure Schedule", as corrected by Exhibit A, are appropriated to each designated subprogram (excepting the

PREFACE

Successor Agency subprogram which is being adopted and appropriated by separate action of the City Council acting in its capacity as the Successor Agency to the dissolved Redwood City Redevelopment Agency) and the amounts designated for capital projects listed in the Budget document's "Capital Improvement Program" section are appropriated. The amounts designated for the debt service payments listed in the Recommended Budget document's "City Debt" section and payments listed for assessment districts debt listed in the document's "Fiduciary Funds" section are appropriated (except those for the Successor Agency's debt which will be adopted and appropriated by a separate action of the Successor Agency). The Beginning Balance in the Recommended Budget document's "Analysis of Budget by Fund" and the Revenue Estimates for 2021-22 in the Budget document's "Financial Summaries", as corrected by Exhibit A, including those for the Redwood City Public Financing Authority and assessment and improvement districts but excepting those for the Successor Agency, are appropriated.

SECTION 3. Provision for Interim Expenditures After June 30, 2021; Reappropriations. The City Manager and Assistant City Manager of Administrative Services are authorized and directed to charge expenses incurred prior to July 1, 2022 to the appropriations of Fiscal Year 2021-22. The City Manager and Assistant City Manager of Administrative Services are further authorized to pay all contractual obligations, including but not limited to payroll, contracts, and other expenses, incurred between July 1, 2021 and the date that the appropriations are adopted for Fiscal Year 2021-2022; to this end the City Council, on behalf of the City, appropriates 1/12 of the amounts that were appropriated for operating purposes in Fiscal Year 2021-2022 to each fund, to be effective July 1, 2022. Upon adoption of a budget for Fiscal Year 2022-2023 this appropriation shall be superseded.

SECTION 4. Effective Date and Operative Date. In accordance with Section 51.5 of the Charter of the City of Redwood City, this resolution shall be effective immediately upon adoption.

* * *

PREFACE

Exhibit A Changes to Recommended Budget

Changes to Consolidated Revenue Schedule – Recommended Budget FY 2021-22

Fund Type	Program Name	Fund/Subprogram	Recommended Budget	Adopted Budget
General Fund	County Contribution to Fair Oaks Library	154-34615	\$235,567	\$0
Special Revenue	Lido Maintenance District	214-30110	\$0	\$277,819

Changes to Detailed Operating Expenditure Schedule – Recommended Budget FY 2021-22

Fund Type	Program Name	Fund/Subprogram	Object Category	Recommended Budget	Adopted Budget
General Fund	Administrative Services	150-61710	Supplies and Services	\$2,279,465	\$2,529,465
General Fund	Homeless/Healthy Streets/Parking Enforcement	150-61250	Supplies and Services	\$0	\$650,000
General Fund	Climate Adaptation	150-65138	Supplies and Services	\$30,000	\$530,000
General Fund	Non-departmental / American Rescue Plan Act	150-89999	Supplies and Services	\$0	\$9,241,531*
General Fund	Non-departmental / COVID-19	150-89999	Supplies and Services	\$0	\$1,000,000
Internal Services Fund	PC Refresh Program	781-67111	Capital	\$0	\$225,000

*Item was included in Consolidated Operating Expenditure Schedule, not Detailed Operating Expenditure Schedule

PREFACE

Passed and adopted by the Council of the City of Redwood City at a
Joint City Council/Successor Agency Board/Public Financing Authority Meeting
thereof held on the 29th day of June 2021 by the following votes:

AYES:	Aguirre, Espinoza-Garnica, Gee, Hale, Reddy, Smith and Mayor Howard
NOES:	None
ABSENT:	None
ABSTAINED:	None
RECUSED:	None



Diane Howard
Mayor of the City of Redwood City

Attest:



Pamela Aguilar, CMC
City Clerk of Redwood City

I hereby approve the foregoing
resolution this 29th day of June 2021.



Diane Howard
Mayor of the City of Redwood City

RESO. # 15966
MUFF # 501

BUDGET MESSAGE

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TRANSMITTAL OF THE FISCAL YEAR 2021-22 RECOMMENDED BUDGET

June 1, 2021

Honorable Mayor Howard and City Council Members:

In accordance with the City Charter, I am submitting the Fiscal Year (FY) 2021-22 City of Redwood City (City) Recommended Budget for your consideration on June 14, 2021, and adoption on June 28, 2021. The Recommended Budget incorporates the City Council endorsed financial and community recovery strategy to help our community and organization meet the health, economic and social challenges presented by the COVID-19 pandemic - nicknamed the “Three R’s” – and addresses the City Council’s strategic priorities and guiding principles established in the Strategic Plan. The Recommended Budget uses ongoing core operating revenues for ongoing core operating expenditures and, with the allocation of \$7.5 million in reserves that was set aside from the Fiscal Year 2019-20 year-end operating balance specifically for this purpose, is balanced for City operations.

The past year brought an historic time of difficulty to our community, our nation and the world. We have navigated a cascade of crises – health, economic, environmental, social, civic, and political – resulting in enduring community, organizational and personal traumas. Now, with COVID-19 vaccinations more widely available, contributing to a low positivity rate, shuttered businesses and government services have begun to reemerge from the pandemic. As the path out of these crises is coming into view, we find ourselves pursuing recovery while continuing to respond to ongoing challenges on multiple fronts.

The Crises

The COVID-19 pandemic presented a public health catastrophe from which no community has been immune. By May 2021, more than 5,500 cases of COVID-19 had been confirmed in Redwood City, and throughout San Mateo County more than 560 people had died from COVID-19. The economic impact of the pandemic resulted in business closures, job losses, and housing and food insecurity for hundreds of Redwood City residents. For the City of Redwood City, this economic crisis correlated to a decrease in municipal revenue sources while community needs for essential services and new assistance increased. Additionally, with over a year in, we all continue to reel from the negative mental health impact of COVID-19. The emotional toll it has taken is significant; 4 in 10 adults in the U.S. have reported symptoms of anxiety or depressive disorder, up from 1 in 10 adults reported in June 2019¹.

The United States has a long and painful history of racism, racially motivated violence and unequal justice. Many communities are suffering acts of discrimination, hate, crimes and microaggressions. During the summer of 2020, the deaths of African Americans at the hands of their police departments, including Breonna Taylor in Louisville and George Floyd in Minneapolis resulted in nationwide protests that elevated the Black Lives Matter movement to a national

reckoning with racial injustice and inequity across America. This conversation has, appropriately, culminated at the doorstep of every city hall and police department, including Redwood City.

In Redwood City, approximately 1.7 percent of our population is African American, approximately 35.4 percent is Hispanic or Latino and 15.5 percent is of Asian, Native American and Pacific Islander descent. More than 2 million Asian American and Pacific Islanders have risked their lives, working on the front lines of the COVID-19 pandemic in health care, law enforcement, transportation, service industries, grocery stores, etc. At the same time, Asian American businesses have been targeted for vandalism and Asian American and Pacific Islander older adults, in particular those who are recent immigrants with limited English language proficiency, are now facing greater challenges of discrimination due to anti-Asian rhetoric.

In the summer and autumn of 2020, the impacts of climate change brought an unprecedented number of wildfires to the western United States, more than doubling the millions of U.S. acres burned compared to the previous year. Redwood City's firefighters were deployed to multiple strike teams here in San Mateo County and throughout the Bay Area, which was blanketed with air quality rated the worst in the world as the sun was blotted out by smoke for several days, and emergency power shut-offs repeatedly restricted residential and commercial activity.

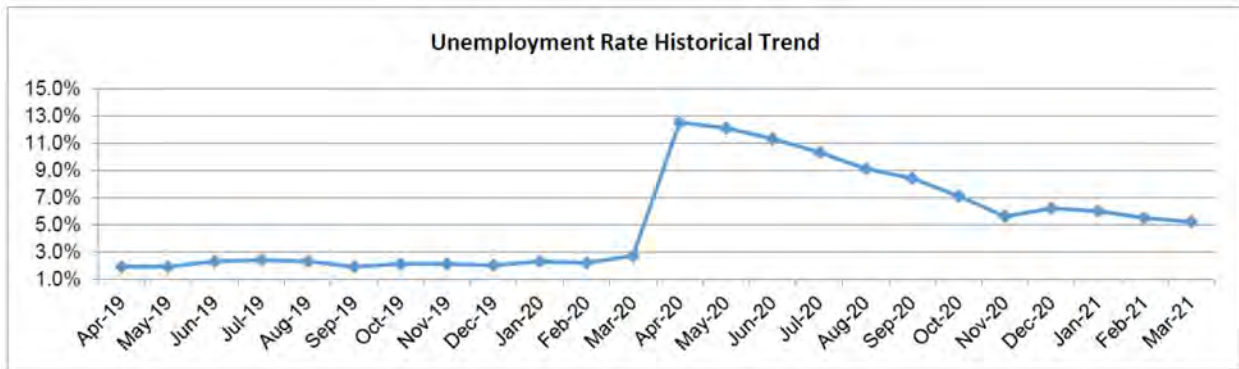
Concurrently, unprecedented partisanship fomented months-long anxiety surrounding a Presidential election in November with record-breaking voter turnout despite the logistical challenges of the pandemic. A divided nation wrestled with distrust of institutions and government as heated controversy over the election results culminated in a historic riot of insurrectionists at the nation's Capitol in January of 2021. Capitol Police Officer Sicknick and several others died as a result of the attack on the federal government. The nationwide challenges to civic solidarity and trust in government continue to echo through state and local governments as we struggle to strengthen civic engagement through recovery and reconciliation.

We must recognize we are experiencing a deeply difficult period in history, which affects our community and our workforce, as we shape our City budget and priorities for the coming year. While we focus on restoration of services and stability, we also remain committed to reimagining how we provide services to adapt and prepare for a changing future.

Pandemic Economic Impacts

Redwood City enjoyed a healthy economy before it was thrust into the COVID-19 recession. The economic sectors most negatively affected by the pandemic were transportation, tourism and hospitality. Redwood City transit occupancy tax from hotel stays dropped precipitously from \$6.1 million in FY 2019-20 to a projected \$1.6 million in FY 2020-21. Traditional sales tax (point of sale) revenues were also down, from \$10.7 million for the first two quarters of FY 2019-20 to \$9.5 million for the first two quarters of FY 2020-21.

While Redwood City showed a gradual trend of recovery during much of 2020 from the sudden jolt of unemployment that occurred in March of that year, that progress appears to have stalled out since November 2020 at more than double its pre-pandemic levels.¹



Several resources and a commitment to financial discipline have helped to offset some of these financial setbacks, and additional resources are anticipated. The passage of Measure RR by Redwood City voters in 2018 created a new stream of sales tax revenue. This projected infusion of \$10.6 million in FY 2020-21 was pivotal in preventing Redwood City from more drastic budget cuts beyond the \$6.2 million in reductions absorbed in the last fiscal year through difficult cuts to almost every department. Most of those cuts remain in place, though cuts to the Fire Department were reversed to enable pandemic-related services and to provide additional time to explore service models. In addition, Redwood City received \$1.1 million in federal Coronavirus Aid, Relief and Economic Security (CARES) Act funding, continues to pursue reimbursement of emergency response expenditures from the Federal Emergency Management Agency, and expects to receive \$18.5 million in federal American Rescue Plan Act assistance over the next two years. As the State faces an historic budget surplus of \$76 billion, new State resources may help address community needs in the year ahead.

Recognizing that one-time resources such as federal assistance must responsibly be invested in one-time expenditures rather than ongoing costs, the City remains committed to envisioning new ways of doing business to support its financial sustainability. These financial limitations, together with the unique demands of this historic moment, call us to invest in change management for our community and for our workforce.

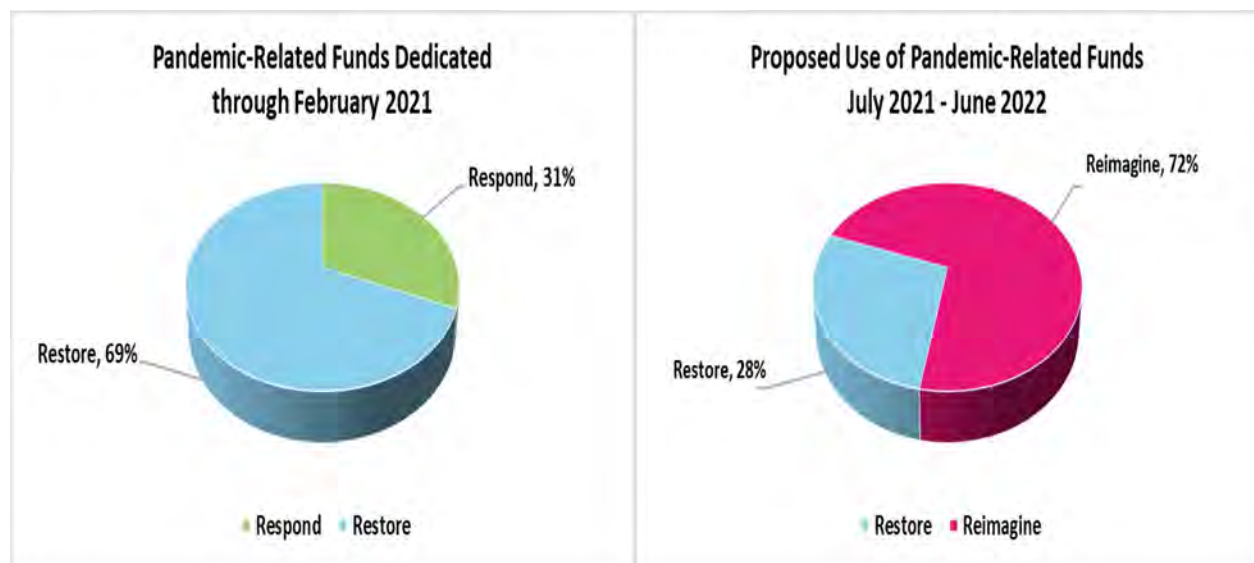
The City Council-endorsed financial and community recovery strategy to meet the health, economic, and social challenges of the pandemic is nicknamed the “Three R’s” for Respond, Restore and Reimagine.

¹ See Economic Forecast, attachment 1, for a more detailed report on the economy.

Responding to the Pandemic

Our recovery strategy began with our immediate response to the impacts of the pandemic, with particular care for seniors and most vulnerable residents. Every City department has played an essential role in responding to the pandemic. Police and Fire personnel continued to provide direct assistance to all who needed their essential services. Community Development and Transportation, Public Works Services, and Parks, Recreation and Community Services staff have continued their stewardship of the City's infrastructure. As libraries closed and recreation programs were cancelled, City staff were redeployed to support vulnerable populations with emergency meals, vaccination support and childcare services. They provided a vital link between our business community and resources available – both financial and public health related – through a Call Center. Finance, Human Resources, and Information Technology staff ensured all office workers were able to maintain productivity through a year of remote work.

Since March 2020, pandemic-related expenditures have transitioned from immediate Response activities to the phases of Restoring community vitality and Reimagining City services to meet community needs and resources. The pie charts below provide data on the allocation of one-time funds through February 2021, and the proposed allocation of one-time operating funds for fiscal year 2021-22:



To cite just a few examples of the City's response to the pandemic:

- We invested \$543,000 in rental assistance to leverage a total of \$3.3 million in the program for Redwood City residents. In addition, a \$1.0 million year-end budget amendment approved for FY 2020-21 was not expended due to an influx of State funds, and is recommended for re-appropriation in FY 2021-22 to provide additional rental assistance to residents.
- We committed a total of \$1.7 million in City funds over two years to support a Safe Parking pilot program to enable 110 RV housing permits.

- We provided homeless services to over 1,370 individuals, including 180 families with children.
- We were the first city within the County to contribute \$300,000 in grant funds through San Mateo County Strong to support small businesses in Redwood City.
- We partnered with the County to advertise and staff testing and vaccination sites and provide wireless internet access to underserved neighborhoods.
- We distributed over 88,000 senior meals.
- We waived penalties and shutoffs for all utility bills for a year and a half.
- We dedicated \$325,000 for COVID-19 testing and vaccination support of our workforce.

The pandemic necessitated the creation of many new programs and services while City resources were limited and staff were strained. We continue our Response efforts while also beginning our Restoration and Reimagining work.

Restoring Economic, Social and Cultural Vitality

In February, we committed \$450,000 in City funds for a Small Business Support Program to help local businesses recover and thrive as a vibrant centerpiece of our community. The program includes \$280,000 in pandemic recovery grants to supplement the Restaurant, Brewery & Winery Program in partnership with the County of San Mateo, SMC Strong and the Chan Zuckerberg Initiative. It also commits \$75,000 to the Downtown Sign and Façade Improvement Program, \$20,000 for the Small Business Empowerment Program, and \$35,000 to create permanent and semi-permanent parklets for outdoor dining and business activity. The Program also invests \$40,000 for a “Shop Local” marketing campaign to include collaboration with San Mateo County on an app to highlight local businesses in a virtual marketplace, featuring Redwood City as the first pilot City in the app. Together with the rest of the City’s Economic Vitality Plan, these measures are intended to promote the restoration of both economic and social prosperity in our community.

During the pandemic, Redwood City residents have fallen behind in utility payments to a grand total of nearly \$3 million. While the City has provided temporary relief by halting shutoffs, penalties and interest during the crisis, many residents who have been unable to pay have seen their utility debt grow to more than two thousand dollars. Staff therefore are developing a Utility Bill Forgiveness Program to take effect before enforcement actions renew in 2022. The Recommended Budget directs an additional \$750,000 to be combined with \$750,000 already committed to this program in the FY 2020-21 budget for a total of \$1.5 million in relief for residents who would otherwise struggle to pay off this pandemic-related debt.

While the world continues to change around us, staff are carefully monitoring the State and County guidance for large gatherings. We are evaluating how to safely and realistically regulate crowds and entry points and to make sure that the cost of these efforts does not far outweigh the community benefit of the event. With a number of large festivals and events around the State focused on a fall schedule, we plan to offer more in-person events later this year, such as Oktoberfest, Zoppé Family Circus and Dia de los Muertos. Additionally, park-based music events

and movies at Courthouse Square will begin mid-July, along with outdoor small-scale story times in local parks. We are looking forward to welcoming participants into the Library in limited numbers for our annual Summer Learning Challenge and having youth enjoy our fun-filled summer camps offered through Parks, Recreation and Community Services.

Additionally, once public health guidelines allow, we plan to complete the Library Takeover program series, and sustain and expand the community relationships with vulnerable populations that were developed through these programs. We also hope to open our first Library Makerspace at the Downtown Library this fall, as public health guidance allows. The Makerspace will provide a venue for creators of all ages from the community to come together to use technology tools and handcrafting equipment to learn about STEAM (Science, Technology, Engineering, Arts, and Mathematics). From robotics workshops for kids to collaborations with local organizations serving entrepreneurs, small businesses, and artists, we hope to provide equitable access to tools like 3D printing, laser cutting, sewing machines, and other items that some individuals may not be able to afford on their own.

During the pandemic, Project Read's partnership with Second Harvest expanded greatly to make sure that participating families do not have to worry about hunger as a barrier to literacy and learning, and we will be continuing to offer these expanded services on an ongoing basis.

Reimagining Public Services

In light of evolving community needs and limited financial resources, Redwood City is committed to re-examining traditional practices, ingrained assumptions and established norms that might otherwise limit our vision for transforming municipal services for a new and different future. In addition to learning how to apply an equity lens to everything we do, we are reconsidering the return on investment for public funding to best serve the community from an increasingly data-driven perspective.

This requires greater analytical capacity, and the Recommended Budget identifies \$1.8 million over two years to fund management fellows or contract support in the City Manager's Office, City Attorney's Office, Administrative Services and Human Resources to conduct research, support redesign of policies and management practices, and design improvements to municipal administration. A portion of this funding will also support real estate management to support numerous real estate transactions requiring expertise.

With public safety representing more than half of the General Fund operating budget, it is essential to consider public safety as a key lever in transforming City services. In April 2021, the City hosted a community meeting on public safety budgets to begin this multi-year conversation. Preliminary budget decisions in both the Police and Fire Departments establish early steps on this journey.

During Redwood City's community engagement regarding racial equity and policing in 2020, many residents called upon the City to consider alternative service delivery models, particularly

related to calls involving individuals experiencing a mental health crisis. In response, \$200,000 in City funding was committed in FY 2020-21 to a partnership with the cities of Daly City, San Mateo, South San Francisco and the County of San Mateo's Behavioral Health and Recovery Services (BHRS) to form a two-year Community Wellness and Crisis Response Team (CWCRT) Pilot Program. This collaboration is designed to increase the ability to directly respond to community members in mental health crisis; enhance response time for those in need of mental health services and resources; and create a broader and more effective continuum of care for individuals and families undergoing crisis. Desired outcomes include residential stability, improved mental health, reduced use of acute and emergency services, and reduced contact with the criminal justice system.

The FY 2021-22 Recommended Budget allocates \$150,000 for a standards of cover study and strategic planning support in the Fire Department. This examination of services will help us to ensure the City is well positioned to support current and future community needs for fire and emergency medical services based on best practices and fiscal responsibility.

Centering on Equity

An essential element of Redwood City's reimagining strategy was determined by the City Council's placement of equity at the center of our Strategic Plan. In FY 2020-21, we moved quickly to create a new position of an Equity and Inclusion Officer and hired a talented subject matter expert to guide our efforts in bringing an equity lens to all aspects of Redwood City government and to increasing organizational capacity to act on the City's commitment to diversity, equity and inclusion. In addition to a base program operating budget, in February the City Council approved adding \$350,000 in one-time funds to inject momentum into new initiatives related to inclusion, diversity, equity, accessibility and leadership in Redwood City. New efforts include the formation of the new City Council Subcommittee on Equity and Social Justice, and the creation of a Police Advisory Committee.

The City is reimagining its structures and services through the lens of equity in every department of the organization. In addition to rethinking and redesigning how we do our work, how we set priorities and where our focus is placed, this proposed budget directs \$500,000 to expedite implementation of the City's Americans with Disabilities Act Transition Plan, so that curb cuts and other infrastructure enhancements will ensure our community is accessible and navigable for all. The proposed budget also commits \$1 million over two years to increase funding for sidewalk repair, so that all neighbors in Redwood City experience an equitable quality of pedestrian safety, mobility and connection.

As we continue to assess opportunities for advancing equity and inclusion both in the City workplace and through the City's services and engagement with the public, we will complete an Equity Plan and commit future resources in alignment with these newly identified priorities. The City is committed to amplifying the community's voice and supporting systems change through partnership with City departments, community-based organizations, and community members themselves.

BUDGET MESSAGE

Housing, Transportation, Children & Youth Remain Council Priorities

Housing

Housing is foundational to living a safe, healthy and happy life. It is crucial that we meet the unique housing needs of people at all income levels in our community. As a City, we understand this importance and have made housing a top strategic priority. We also recognize that there isn't a simple solution to the affordable housing crisis. It will take a comprehensive and multi-faceted approach to ensure all of our residents have access to housing that is safe, decent, and affordable.

Supporting the unhoused members of our community continues to be a priority and a challenge for Redwood City. In the past year, the City supported the County's acquisition of two full hotels in Redwood City for conversion to transitional housing and senior housing. Converting hotels is one of the fastest and most cost-effective means of creating housing opportunities for those in need. At the same time, it is important that such housing be well managed and the City negotiated agreements with the County to support regular communications between the County and adjacent residents. While these decisions present a loss of ongoing tax revenue to the City, the City did negotiate a one-time payment of \$1.5 million which will help stabilize City revenues as the property transitions to public uses.

In addition to funding for the Downtown Streets Program and the Safe Parking Pilot Program described above, Redwood City has committed an exceptional \$2.5 million in City funding to support members of our community experiences homelessness over three years (baseline funding of \$400,000 in FY 2019-20, \$650,000 in FY 2020-21, and \$650,000 in FY 2021-22; plus, an additional \$800,000 was added through a FY 2020-21 mid-year budget amendment). In addition to this considerable investment, the proposed budget includes funding for a two-year management fellow and an additional \$1.0 million over two years to further support homelessness initiatives.

Redwood City is in the process of updating our Housing Element for the period of 2023 to 2031. This is an opportunity for our community to address Redwood City's immediate and long-term housing needs. The General Plan serves as a City's "blueprint" for how the City will grow and develop to support future generations. The General Plan include seven "elements" or components, one of which is the Housing Element. The Housing Element plans for the construction of new housing for all income levels. It identifies areas in Redwood City where new housing may be built and estimates how much housing could be built in each area. The Housing Element also provides goals, policies, and programs that help the City plan for future housing needs. The Bay Area does not have enough housing. This drives up home prices and rents beyond the reach of many households. This impacts the social fabric of the community and triggers long commutes, traffic congestion and associated environmental harm. Redwood City has the opportunity to evaluate its housing policies through the Housing Element update. The Housing Element can help ensure that enough housing and different types of housing can be built at an affordable price for all.

Transportation

Despite the temporary decrease in mobility during the pandemic, transportation remains a key concern for Redwood City. In addition to community priorities centered on bicycle/pedestrian and safety improvements, Redwood City's role in regional transportation planning is significant. Design and construction of the 101/84 interchange and long-term planning for CalTrain grade separation and potential ferry service at the Port of Redwood City all require considerable collaboration with community members and regional partners. The proposed budget commits \$330,000 over two years for grant writing, lobbying and communications support, much of it to assist with leveraging federal and state assistance in designing infrastructure projects to meet regional mobility needs while preserving and enhancing the quality of life in Redwood City. An additional \$500,000 is proposed over two years to support project management by the Community Development and Transportation Department for these types of transportation initiatives as well as flood control infrastructure.

Another important transportation priority intersects with the City's ongoing commitment to children and youth: Safe Routes to Schools. The proposed budget sets aside \$40,000 over two years to leverage grant resources and ensure this program is adequately staffed and can support initiatives at local school districts.

Children and Youth

The welfare of our children and youth is also supported with budget proposals designed specifically with the recovery in mind. Essential work and new employment opportunities may present conflicts with parenting, just as students are struggling to adapt to re-entry and hybrid learning environments. Therefore, the proposed budget dedicates \$300,000 over two years for child care assistance to Redwood City community members.

A March 2021 study by Horace Mann Educators Corporation found more than 97% of educators reported seeing some learning loss in their students over the past year when compared with children in previous years. Redwood City Library is committed to doing its part to mitigate learning loss suffered during the pandemic; the proposed budget commits \$300,000 over two years to support Project Read, a research-based language arts program, through the Library.

Sustainability and Climate Change

Another current issue facing the City is the management of greenhouse gas (GHG) emissions and implementing long-term cost saving measures by converting existing equipment and infrastructure to be more efficient. Whenever possible, staff have attempted to align Capital Improvement Program (CIP) projects with the City's Climate Action Plan and to implement the most environmentally friendly and cleanest technology available in order to reduce dependency on GHG emissions and promote the conservation of natural resources.

With \$500,000 already dedicated for climate adaptation, the proposed budget targets an additional \$100,000 for contract support in the Public Works Department for coordination of climate change and sustainability initiatives. The Veterans Memorial Senior Center project is an

excellent example of incorporating principles of sustainable building design, which integrates a rooftop photovoltaic array with integrated battery storage (microgrid) to serve as back-up power during emergencies, while reducing reliance on the electric grid. This project also includes solar shading and daylighting to minimize solar heat gain and provide natural lighting, will be all-electric and will not utilize natural gas, which will further reduce GHG emissions. Construction should begin July 2021. The City is also exploring the feasibility of a microgrid system using solar power at Fire Station 9.

A total of \$300,000 for vegetation management is proposed in the Recommend Budget to address the risk of local wildfires. This would allow staff to conduct necessary fire prevention measures, including the use of goats and City staff to reduce the fuel for wildland fires. This is twice the funding level of FY 2020-21, and an ongoing annual commitment of approximately \$270,000 is needed to maintain the prevention measures.

\$1.2 million is proposed over two years to fully fund streetlight replacement for greater pedestrian and vehicle safety as well as energy conservation. City facility maintenance is a key lever in our sustainability strategy, and \$500,000 is proposed for the replacement of heating, ventilation and air conditioning (HVAC) systems in City buildings. As these systems near the end of their useful lives, replacing them with more energy efficient units will help to shrink the City's carbon footprint by reducing use of fossil fuels.

Civic Engagement

Redwood City strives to maximize opportunities to effectively inform and meaningfully engage with the community. To improve and strengthen communication and engagement with all members of our community, in FY 2020-21, the City Council committed \$400,000 in one-time funds to help increase communications related to the City's COVID-19 activities, aid translation of written material, enhance outreach to under-served communities, and to support efforts to reimagine City services, including data analysis to assess and describe current services and community engagement related to new service approaches. The Recommended Budget includes an additional \$100,000 to support these activities through extending a two-year Management Fellow position for a third year.

The Recommended Budget also sets aside \$100,000 to enable continued virtual participation in City Council meetings even when in-person meetings resume. Although the timeline for resuming in-person City Council meetings is not yet known, and depends on both State action and public health guidance, staff anticipate continued community interest in enabling remote participation. Currently, staff are researching platforms and approaches to support a high-quality experience for all.

Redwood City has taken several steps toward making the City budget more transparent and comprehensible to the public. In April 2021, the City launched the "Open Budget" online transparency tool, available by visiting <http://www.redwoodcity.org/budgetportal>. This software, provided by Redwood City company OpenGov, enables the public to interact with real

time information about the City budget. The Recommended Budget allocates \$1 million for a participatory budgeting pilot program which seeks community input on use of one-time funds through online polling and other methods next year.

Long Term Liabilities

The Capital Improvement Program (CIP) identifies numerous projects to maintain the City's investment in public facilities. As noted in the CIP study session, funding for such projects falls short of identified needs. Thanks to the influx of federal funds offsetting revenue declines, the Recommended Budget proposes an additional \$300,000 for the CIP to replace the Police Department roof. It is no longer economically viable to continuously repair for the wet-weather season, and a full roof replacement is necessary to protect this capital asset.

At this time, staff anticipates a FY 2020-21 year-end operating balance of approximately \$1.4 million. This is due to stronger-than-projected excess Educational Revenue Augmentation Funds (ERAF) (reimbursement of property tax revenue that has been permanently redirected from cities to fund schools and community colleges since the early 1990s), sales tax, interest earnings, and grant revenues. The final amount will be determined after the fiscal year-end close is completed in the fall. Staff will provide a recommendation for the utilization of the operating balance, if any, in the fall. At that time, staff will analyze community needs and the economic outlook to submit a recommendation to the City Council. In February 2019, the City Council affirmed a strategy to utilize approximately 80 percent of the City's estimated operating balance towards paying down the City's retirement-related liabilities, including the transfer of funds to the City's Section 115 pension and retiree health trust accounts, and to use approximately 20 percent of the operating balance as one-time funding towards the City Council's strategic priorities. This strategy will be taken into consideration when preparing the recommendation on the utilization of the operating balance.

One-Time Contributions to City Council Priorities - \$7.2 million

The table below identifies allocations made during FY 2020-21 to address City Council priorities, as well as \$7.2 million in the FY 2021-22 Recommended Budget and anticipated recommendations for FY 2022-23.

One-Time Contributions to Council Priorities					
Council Priorities		Previously Budgeted FY 2020-21	Recommended FY 2021-22 Budget	Envisioned for FY 2022-23	Total
Respond	Rental Assistance	543,000			543,000
	Newly Added Rental Assistance	1,000,000			1,000,000
Restore	Utility Bill Forgiveness	750,000	750,000		1,500,000
	Small Business Support	450,000			450,000
Reimagine	Analytical Support		850,000	950,000	1,800,000
	Fire Study and Strategic Planning		150,000		150,000
Equity	Equity & Inclusion	350,000			350,000
	ADA Transition Plan		500,000		500,000
	Sidewalk Repair		500,000	500,000	1,000,000
Housing	Homelessness Initiatives	1,450,000	1,300,000	650,000	3,400,000
Transportation	Grant Support		165,000	165,000	330,000
	Project Management		250,000	250,000	500,000
	Safe Routes to Schools		20,000	20,000	40,000
Children & Youth	Child Care Assistance		150,000	150,000	300,000
	Project Read		150,000	150,000	300,000
Sustainability	Climate Change Action Planning		100,000	100,000	200,000
	Vegetation Management		150,000	120,000	270,000
	Streetlight Replacement		715,000	485,000	1,200,000
	Energy Efficient Building Upgrades		500,000		500,000
Civic Engagement	Communications	400,000		100,000	500,000
	Remote Council Meetings		100,000		100,000
	Participatory Budgeting		1,000,000		1,000,000

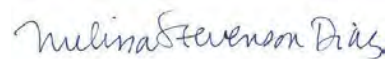
In closing, thanks to the leadership of the City Council, the support of the Executive Team and the dedication and creativity of City staff, we are on a stable path toward a recovery that benefits everyone in Redwood City.

Our adherence to financial best practices and fiscal discipline has enabled us to withstand dramatic revenue losses while avoiding layoffs and sharp service reductions. Still, the past year and a half has been an undeniably stressful time for our employees and community members alike. The commitment of one-time funds to the immediate needs of Responding, Restoring and Reimagining, and to the City Council Priorities of equity, housing, transportation, and children and youth, as well as sustainability and civic engagement is designed to respond to the many crises from which we seek to recover together.

I deeply appreciate the work of Michelle Poché Flaherty, Derek Rampone, Jennifer Yamaguma, Sylvia Peters, Serena Gregorio, Deanna La Croix, Nancy Murguia, Theresa Yee, and the team members who pulled together to produce this budget despite exceptional workload and logistical challenges.

We press forward in a time of unparalleled change with unwavering commitment to build a great community together.

Respectfully Submitted,



Melissa Stevenson Diaz
City Manager

¹ KFF Tracking Poll Data, July 2020.



**ASSESSING THE
REDWOOD CITY ECONOMY
THROUGH INDICATORS, 2021**

**The State of
Redwood City, California**
Indicators and Revenue Forecasts

by Marin Economic Consulting

February 14, 2021

Exploring the economics, demographics, and well-being of Redwood City and its residents through indicators.

Acknowledgements

This report was produced by Marin Economic Consulting for the City of Redwood City, California.

The authors would like to thank Derek Rampone for his assistance in providing historical revenue data for property taxes, sales taxes, and transient occupancy taxes.

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Executive Summary

Assessing the City with Indicators

About this Report

This report provides background or summary information of Redwood City (the City) in the form of indicators and provides a forecast of some key revenue sources for the City. These revenue sources are employment, property taxes, sales taxes, and transient occupancy taxes.

Using this Report

Indicators are measures of various aspects of a regional economy. They help to provide an indication of the quality of life in a region and progress toward improving conditions in the local economy. This report focuses on indicators for changing demographics, incomes, housing markets, commute patterns, and employment in Redwood City. These indicators are compared to San Mateo County (the County) as a whole, the Bay Area, California, and the United States.

The picture painted by these indicators is of a very prosperous city in a very prosperous

county. It is on the whole slightly younger than the County, slightly better educated, and with higher incomes. Employment is of a very high quality for residents in Redwood City and commutes are relatively short. The same cannot be said of those commuting into the City. Their commutes are long and getting longer.

In normal times, these indicators would paint a very helpful picture of the future. However, we are not in normal times. The many structural economic changes that could result from the pandemic suggest infusing a grain of salt into many of these statistics and trends. As is discussed, there are many changes to the economy, some unknown set of which will be permanent.

Forecasts are included for employment, property taxes, sales taxes, and transient occupancy taxes. The forecasts indicate continued strong growth regionally with no sign of a recession. They also indicate a solid housing market with continued price appreciation through 2021.



Figure 1: Golden Gate Bridge: Gateway to San Francisco Bay

Contents

Key Observations

Forecasts

Forecasts of the future in the middle of a pandemic are fraught with uncertainty. However, planning continues and reasonable forecasts are necessary to plan efficiently. Our forecasts are neither optimistic nor pessimistic about the future and are designed to provide a plausible basis for such planning. Central to our forecasts is projecting a return to pre-pandemic, or 2019, levels.

- **Taxable Sales:** It is not until 2023, or adjusting for inflation, 2024 until the City's level of taxable sales will return to its earlier peak. Central to this forecast is a relatively slow overall economic recovery and sluggish car sales.
- **Property Taxes:** Our forecast does not anticipate a boom in either residential or commercial real estate until fiscal year 2025-26. However, housing real estate is somewhat offsetting the downturn in commercial and overall taxable sales figures should continue to increase, though at a slower pace than otherwise would have been the case.
- **Transient Occupancy Tax:** Travel has been a particular casualty during the pandemic and with it transient occupancy taxes. In 2020, revenues were some 15% lower than in 2019. Recovery of 2019 levels is unlikely to be achieved until 2024.
- **Employment:** Here, the forecasts need to be thought of in two parts, though the forecasts are not dissimilar. The first, for employed residents is that pre-pandemic levels will be recovered by 2022. For overall City employment, it may take a little bit longer, or until 2023. Recall, however, that a simple recovery of pre-pandemic levels ignores growth that would likely have occurred in the absence of the pandemic. In both cases, this alternative level of employment is unlikely to be achieved in the forecast period, through 2026.

Other Economic Trends

- **Housing Market:** After a pre-pandemic lull, Redwood City home prices are on the rise, suggesting a tight housing market going forward.
- **Population:** Redwood City has been growing faster than the County or Bay Area since 2010. Evidence from 2020 suggests that the pandemic has not altered this trend.^a
- **Income:** Among California's largest cities, Redwood City has the 7th highest per capita personal income (\$74,326). Nationwide, its rank is 9th.
- **Earnings:** Prior to the pandemic, earnings in Redwood City were growing substantially faster than in the County as a whole.
- **Poverty:** Poverty rates in Redwood City are slightly elevated relative to the County, which is not surprising; in the Bay Area, poverty tends to be concentrated in urban areas.
- **Education:** Redwood City has both a high proportion of highly educated individuals (with an advanced degree) and relatively uneducated individuals (those w/o a high school diploma).
- **Race:** Redwood City has a large hispanic population in comparison with the County or the Bay Area, more closely resembling the racial composition of the state.

^aThe Bay Area includes the nine counties that touch the San Francisco Bay: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Sonoma, and Solano counties.

Coronavirus Economics

There is an old curse, “may you live in interesting times”. The past year has certainly been that. Beginning about March 19, 2020, much of the local Bay Area economy came to a screeching halt. Stay-at-home orders were issued and most in-person service provision ceased. The exceptions were essential services such as grocery stores. Employment declined at a pace never seen before in the United States or likely any other developed nation.

In the intervening eleven months, much of the economy has recovered, but is functioning differently than it had before. Businesses that are not essential and do not require employees to be onsite have maintained work from home orders. Consumer spending has reoriented away from many forms of entertainment to goods consumption. There have been many changes to the economy, some of which are likely to be permanent, though it is difficult at this point to determine which. In what follows, we discuss these changes and some trends in some key economic statistics - GDP, employment - and how Redwood City is faring.

Gross Domestic Product

Why is it important?

Gross domestic product (GDP) is the primary measure of the size of the economy. Throughout the pandemic, GDP has been below where it otherwise would have been. Looking at GDP provides one measure of how well the economy is recovering.

How are we doing?

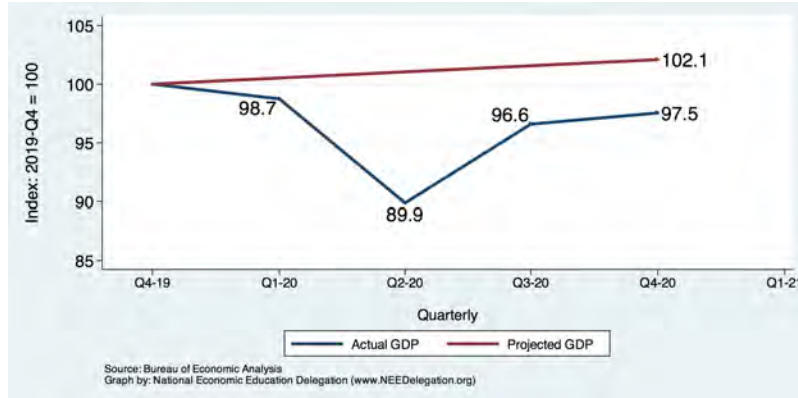
The fourth quarter of 2019 was the last quarter of economic activity unaffected by the pandemic. It was early in 2020 that the implications of the pandemic first became apparent and the economy began its contraction. Although the first two months of the first quarter of 2020 were largely unaffected by the pandemic, the implications for March were so severe that real, or inflation adjusted GDP declined by 5% on an annualized basis. It was the second quarter of 2020 when the contraction was particularly severe, with real GDP falling by an additional 31.4%. As the economy opened back up, real GDP rebounded with growth of 33.4%. Despite this dramatic rebound, the level of real GDP remained 3.4% below what it was at the end of 2019. It was even further behind where GDP would have been had the pandemic not occurred. At the end of 2020, with another increase in GDP of 4%, the level of

GDP remained 2.5% below the end of 2019, but 4.6% below where it might have otherwise been (97.5 versus 102.1 in the figure below).

Changes in GDP are primarily driven by changes in consumer spending. Consumer spending comprises roughly 67% of GDP, so changes in spending can have a big impact on GDP. As is clear from the images below, consumer spending declined significantly in March of 2020 (Figures 3-5). This decline, of over 30%, persisted for just a couple of weeks, after which spending gradually rose until the fall. This is all consistent with the changes in GDP illustrated above. In early January, consumer spending was still nearly 3% below its early 2020 levels. As with GDP, consumer spending would have increased over the course of 2020 were it not for the pandemic.

The pain from the pandemic has been hardly evenly distributed. People-facing sectors, such as restaurants and hotels, transportation, and entertainment and recreation, remain well below their early 2020 levels. Entertainment and recreation in particular is at levels barely half of what they were just a year earlier. Other sectors, of course, are doing quite well. As people are spending less on services, they are spending more on goods. Both the retail and grocery sectors of the economy are doing quite well.

Figure 2: GDP During the Pandemic



Nonfarm Employment

Why is it important?

Employment is a key indicator of the strength of the economy. As the demand for workers grows, so do the fortunes of the nation's households. As consumer spending declined rapidly during the pandemic, so too did employment. Job losses are part of the driving force behind the declines in consumer spending just discussed.

How are we doing?

Employment is available on a monthly basis, so we are able to make comparisons with February of 2020. At its worst, in April, total nonfarm employment had declined by 14.5%. At the end of 2020, employment remained significantly suppressed at 6.5% below February levels. This represents the sharpest calendar year decline in employment in the last 40 years.

As with consumer spending, the effects have been felt differentially across industries (Fig-

ure 6). At the same time, there is no industry that has recovered its employment level of February, 2020. The financial activities sector is close, down just 1.2% relative to February, but all major sectors of the economy remain, sometimes significantly so, below pre-pandemic levels.

The employment effects have not been felt evenly by all different types of workers (Figure 7). High-wage workers, defined as those with annual incomes in excess of \$60,000, have seen an increase in employment since the pandemic started. Low-wage workers, on the other hand, have been disproportionately affected, with their jobs remaining 21% below their levels in January, 2020. A review of the hardest hit sectors easily explains this inequitable impact. People-facing sectors, restaurants, retail, entertainment, and transportation are all significant employers of low-wage workers.

Small Businesses

Why is it important?

Small businesses are often heralded as the primary job creators in the United States. To

the extent that that is true, they are important sources of growth. The implications for small businesses through the pandemic may well have significant implications for growth go-

Consumer Spending

Figure 3: Total Spending Changes

In the United States, as of January 03 2021, total spending by all consumers decreased by **2.8%** compared to January 2020.

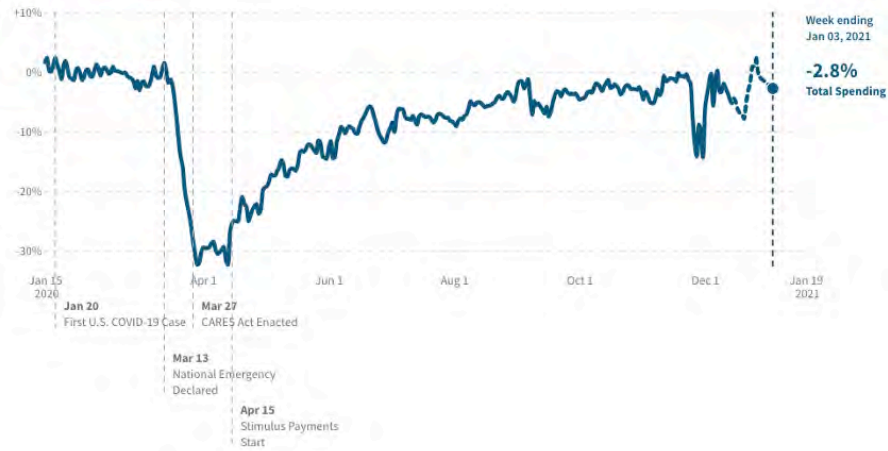


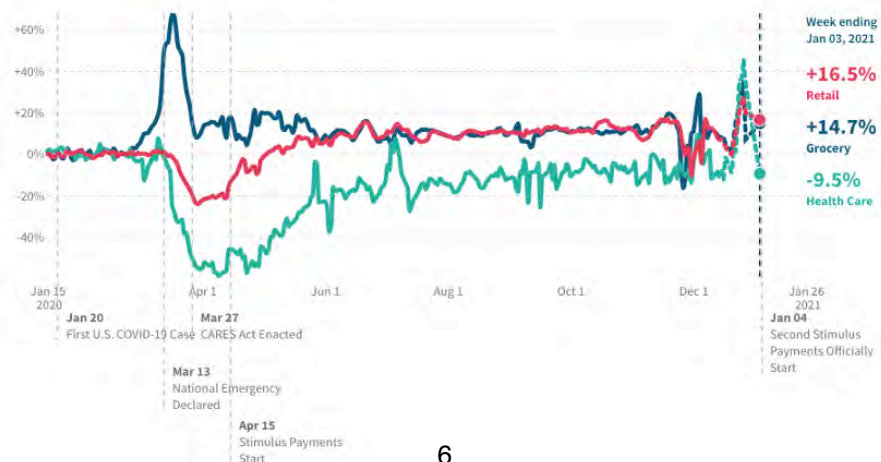
Figure 4: Sectors Still Negatively Impacted

In the United States, as of January 03 2021, restaurant and hotel spending by all consumers decreased by **28.4%** compared to January 2020.



Figure 5: Sectors Doing Relatively Well

In the United States, as of January 03 2021, grocery spending by all consumers increased by **14.7%** compared to January 2020.



Employment Consequences

Figure 6: Employment Through the Pandemic

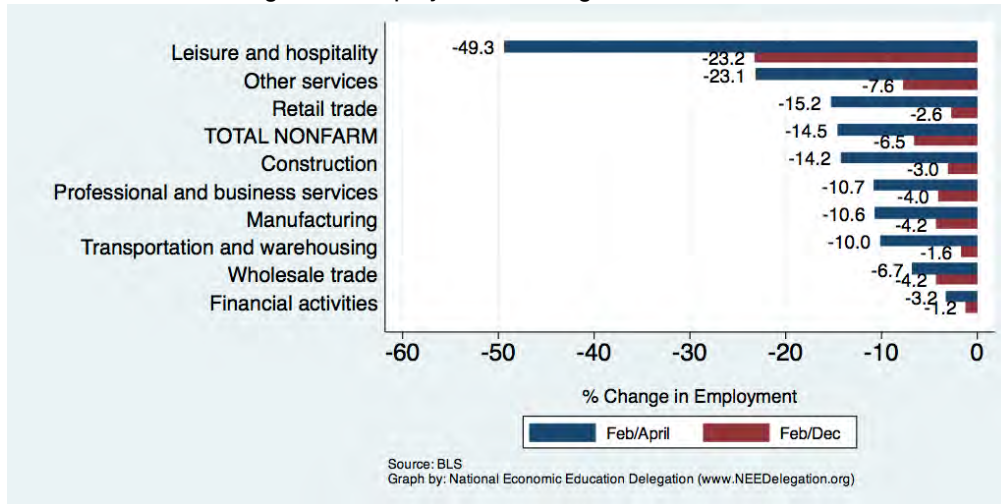
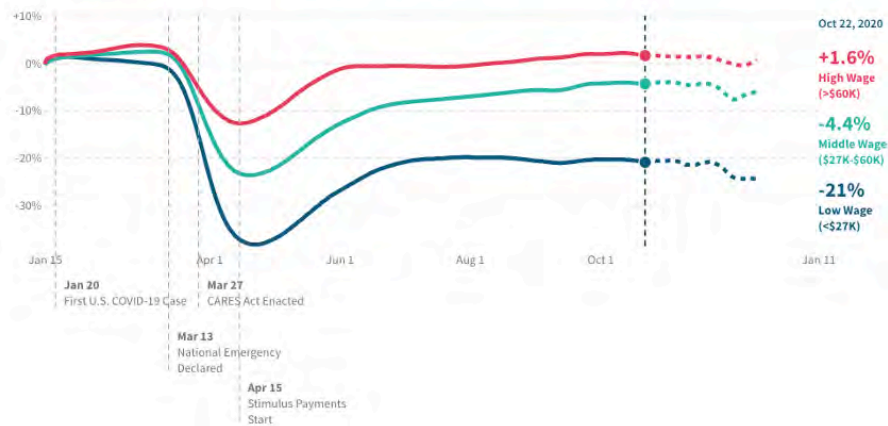


Figure 7: Employment Change by Wage Level

In the United States, as of October 22, 2020, employment rates among workers in the bottom wage quartile decreased by 21% compared to January 2020 (not seasonally adjusted).



ing forward. Tracking the status of small businesses during the pandemic is an important indicator of the health of the economy.

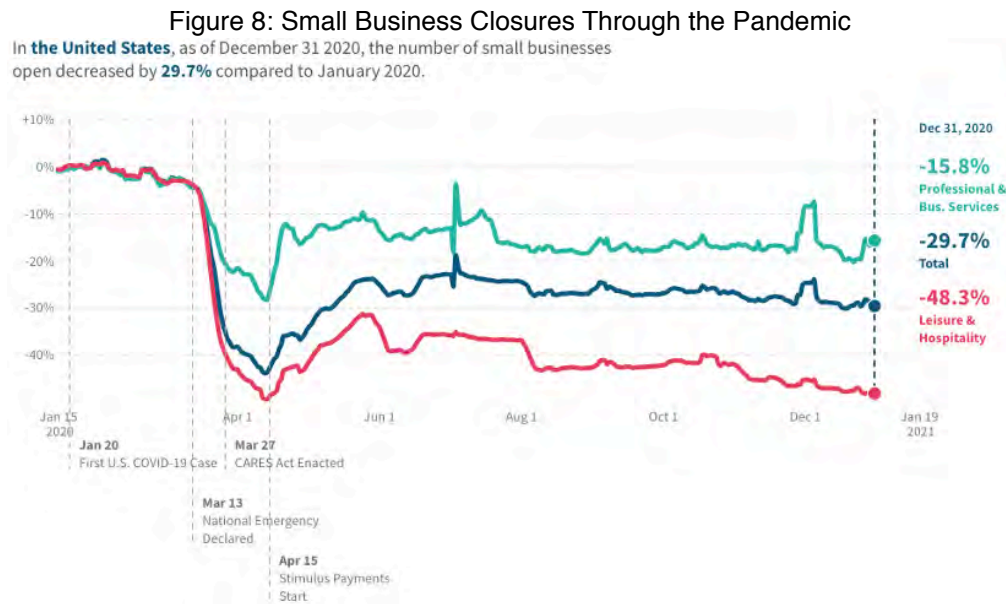
How are we doing?

In the aggregate, nearly one in three small businesses that was open in January of 2020 was closed at the end of 2020. This is not to say that none of these small businesses will reopen when they are able, but that they are currently closed.

Many will reopen, but it is highly likely that many of these small businesses, and some of those that have remained open through the pandemic will be in a more financially precarious position than they were before the pandemic. There is ample evidence that most of the federal aid to businesses has bypassed small businesses. As little as just one-third of those small businesses requiring assistance received it from Federal sources. The rest borrowed from family and friends, business and personal credit cards, and other sources.

Figure 8 highlights the fact that, again, the impact was felt differentially across sectors. As with employment, all sectors of the economy have fewer small businesses operating than prior to the pandemic. The leisure and hospitality sector is doing particularly poorly, with nearly half of all small businesses in the sector currently closed. Surprisingly, 15.8% of the professional and business services sector’s small firms are closed. An important side note is that we do not know from the data how many of these closures are permanent and how many are temporary.

The trends in numbers of small businesses open is less promising than the trend in consumer spending. Consumer spending appears poised to recover, while business closures have been increasing since July. This downward trend reflects the back and forth in policy regarding in-person activities. With each tightening of the restrictions, greater stress is placed on affected small businesses.



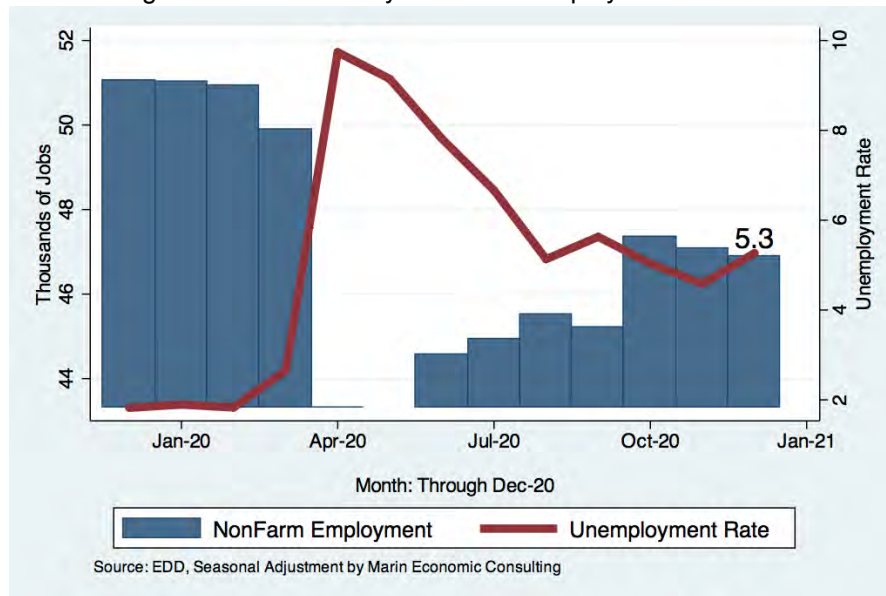
Redwood City

Timely city level data are hard to come by in the best of times. And during the pandemic is no exception. Although a wealth of new highly detailed data on larger regions has been exploited to understand the implications of the pandemic, there is still very little to bring to bear directly on Redwood City. What we do have is from California's Employment Development Division. Figure 9 presents evidence on the path of nonfarm employment and unemployment in Redwood City. Employment has fallen by 4,168, from roughly 51,000 to 47,000, or about 8%, which is down further than is overall U.S. employment. It is worth noting, however, that roughly half of the job losses have been recovered.

The unemployment rate, however, remains lower than the national rate. Locally it is 5.3%, while it is 6.7% across the country. The difference here is the difference between the employed residents and employment in the City. Given the high cost of living, employed residents are more likely to be high-wage workers and less likely to have lost their jobs while many of those employed in the City will live elsewhere and their lost jobs will not affect the City's unemployment rate.

Unfortunately, data by detailed industry are not yet available for the City, but more is known about the MSA in which the City resides.

Figure 9: Redwood City Pandemic Employment Situation



Regional Data

County-level employment data is also hard to come by. Accordingly, the following graphs present data from the San Francisco MSA, which includes Alameda, Contra Costa, San Francisco, and San Mateo Counties. Figure 10 provides a cross industry picture of employment

losses in the MSA. The blue bars indicate the percent of industry jobs lost between February (the pre-pandemic peak) and April (the trough of employment during the pandemic). Leisure & hospitality, as we saw nationally has experienced the largest loss of jobs. At the peak of job

losses, nearly 60% of all jobs in the sector had been lost. It has since recovered about one-third of the jobs lost.

Across almost all sectors, the story is the same, massive job losses upfront and then a partial recovery. Several exceptions stand out. These include important goods movement sectors: transportation and warehousing and wholesale trade. Employment in these sectors continued to decline through the second half of the year. Only the financial activities sector is in the black (or maroon) in terms of jobs since February. Although the data would surely be different for Redwood City if they were available, it is reasonable to assume that local job losses would be similar to those in the MSA.

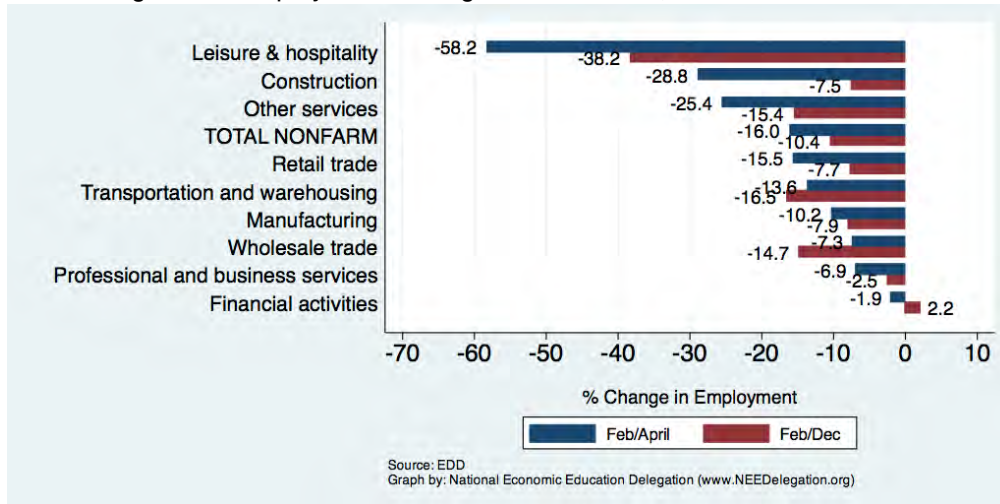
Among major MSAs, San Francisco's small businesses have experienced the second largest employment decline (Figure 11), with 46% of jobs lost. New York City is currently down just slightly more jobs at 47%. The job losses in

these regions are high relative to the nation, which is down just 28%. Nationally, one half of all jobs at small businesses have returned, while just one-third of these same jobs in the San Francisco MSA have returned.

With regard to small businesses in the MSA, HomeBase, and employee scheduling service for small businesses, has provided a wealth of data during the pandemic. These data are limited to their clients, of which there are many, but they are all small businesses.

Small business closures remain high in some sectors of the San Francisco MSA (Figure 12). Leisure and entertainment again tops the list, followed by beauty and personal care and other in-person services. All of these data indicate that there remains a long way to go to recover the economic activity that was present before the pandemic in the MSA and likely in Redwood City as well.

Figure 10: Employment Through the Pandemic, San Francisco MSA



The Way Forward

The economist's crystal ball has been and continues to be especially murky during the pandemic. So much of the progress on economic recovery depends on getting the virus under con-

trol. At this point, that is a function of mask wearing, social distancing, and vaccine distribution. The message seems to be getting out and virus cases are falling rapidly in most localities. Na-

Figure 11: Employment at Small Businesses Through the Pandemic: MSAs

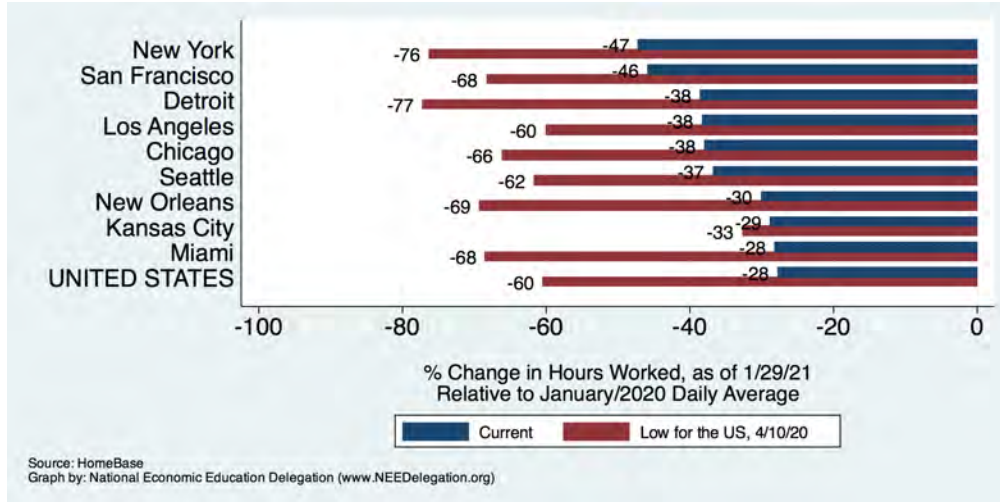
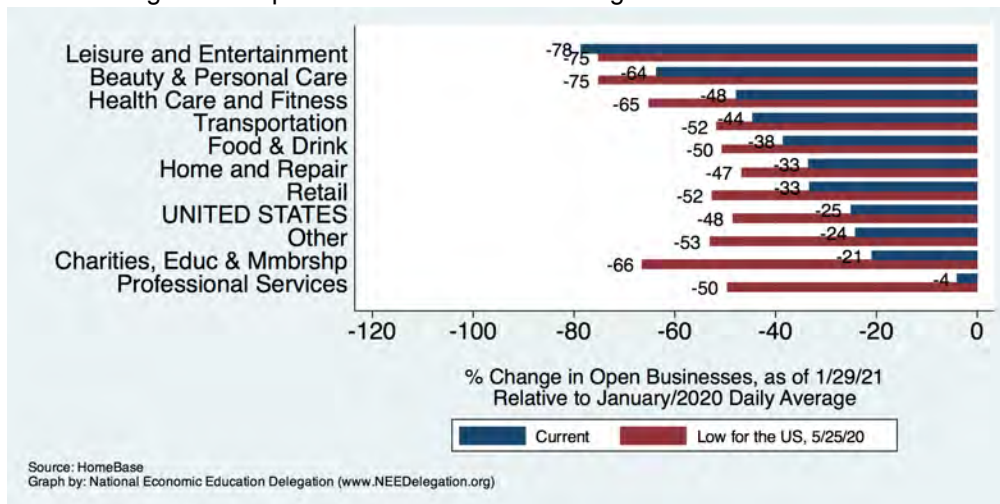


Figure 12: Open Small Businesses Through the Pandemic: MSAs



tionwide, the 14 day trend in cases is down 24% (as of February 2). There is lots to be hopeful for. Vaccines are being distributed and more vaccines are coming on line, which should further speed distribution around the world.

Accordingly, the Congressional Budget Office has just released a very optimistic forecast of the future of GDP and employment growth.

Real GDP expands rapidly over the coming year, reaching its previous peak in mid-2021 and surpassing its potential level in early 2025. The annual growth of real GDP averages 2.6 percent during the five-year period, exceeding

the 1.9 percent growth rate of real potential GDP.

Labor market conditions continue to improve. As the economy expands, many people rejoin the civilian labor force who had left it during the pandemic, restoring it to its prepandemic size in 2022. The unemployment rate gradually declines throughout the period, and the number of people employed returns to its prepandemic level in 2024.

Essentially, GDP achieves its previous growth path in 2025 and full employment is achieved in

2024. This is an optimistic view of things, but is not outside the realm of possibility.

Of perhaps greater interest are structural changes in the economy following a return to unconstrained movement. The inclination to say "return to normal" is great, but things will not likely look normal for quite some time. In terms of changes, the pandemic has been more of an accelerant than a change agent. It pushed the economy faster in directions that it was already headed. And some of these trends have very significant implications for housing, transportation, and other important aspects of the local economy.

Accelerated Trends

- **Retail:** E-commerce has been making inroads into the retail sector for over twenty years. While e-commerce's share of retail was less about 3% in early 2006, it had grown to 10% in early 2020 (Figure 13). That trend accelerated into the pandemic, with e-commerce's share of retail peaking at just under 16%. It has since declined to 14.3%, but is still significantly elevated relative to the prepandemic levels. It is likely that brick and mortar retail stores have suffered a blow from which they may never recover, but was likely coming regardless of the pandemic in the next few years.

- **Telecommuting:** Throughout the pandemic, those who could have been working from home. This is a grand experiment in telecommuting that is going to be an enormous source of productivity growth ultimately. Through this experiment, many firms are finding that telecommuting works. When the pandemic is over, it is highly likely that most employees will return to the office. It is equally likely that many will not. Untold numbers of tech workers are banking on telecommuting continuing and have moved out of the Bay Area. That is likely a gamble, but will hopefully pay off for many of them. Twitter's announcement that employees will never again come into the office is an ex-

treme viewpoint is seems unlikely to hold over the long term.

What is clear is that many workers will spend more time working from home after the pandemic than would otherwise have been the case. This has implications for housing markets as housing near the office is not so highly valued - residences will space out. It has implications for transportation. Many fewer people will commute each day. It has implications for retail and eating establishments in urban settings as more people will be eating from home or in their suburban neighborhood. There are surely many other implications that will be revealed over the course of the next three to five years.

- **Telehealth:** As the internet has permeated throughout society and into more and more homes nationwide, services that can be increasingly being provided electronically. Some forms of health services are good candidates for receipt over the internet. There was a trend toward increasing the provision of these services that way before the pandemic, but the share of all doctors visits held electronically was very small. The pandemic is forcing a massive experiment in the electronic provision of health services. Of course, many doctor's visits are not good candidates for such visits, but many are. Historically, wait times in doctor's waiting rooms have been significant. One productivity improvement from telehealth will be a reduction in these wait times, or a more productive use of the wait time because the patient will be at home or the office. A second important productivity benefit will be a more efficient use of the doctor's time. Rather than going from room to room, washing hands, and otherwise servicing in-person patients, the doctor can now just stay in their office and move seamlessly from patient to patient. There should be an additional cost savings because there will be a lesser need for physical space by doctor's offices.

- **Business travel:** During the pandemic, business travel has largely stopped. There remains some travel, but it is at a much lower level than

in late 2019. During this time, many in business have explored and learned of the benefits of holding meetings electronically, through Zoom, WebEx, or some other online conference facility. It seems quite likely that some significant proportion of future business travel may well continue to be pursued through this technology because it is much cheaper. Granted, much of the business travel that happened prepandemic and that will be desired postpandemic will still be necessary even with a good electronic alternative. Consider, for example, the courting of a new client. For that very important activity, in-person meetings requiring travel will continue to happen. The implications for transportation providing businesses, airlines, in particular, are significant.

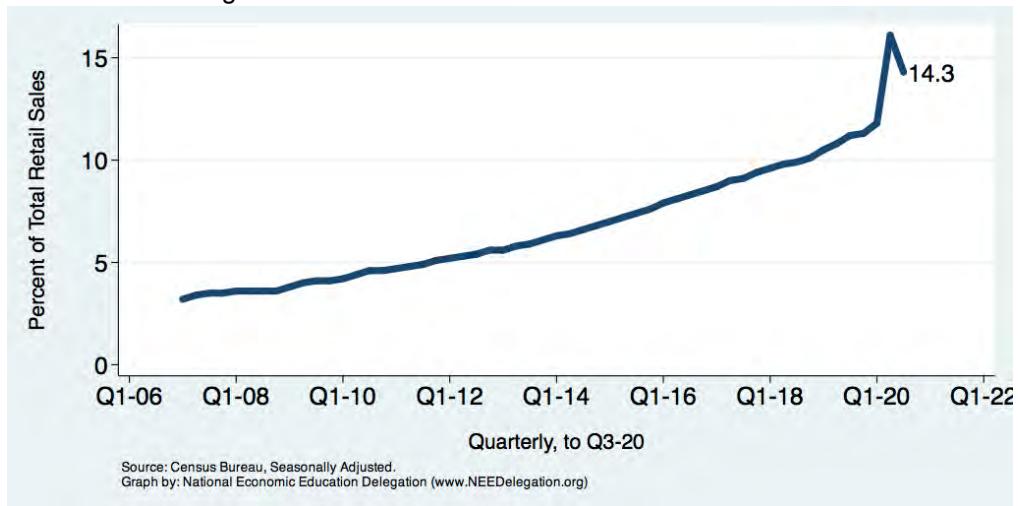
- **Wealth concentration:** The economic impact of the pandemic has been grossly inequitable. As we have seen, job losses among low-income workers have been much more significant than among higher income workers. Despite significant government spending designed to help these workers and their families (direct payments and expanded unemployment insurance), it remains the case that many lower income households are having to rely on their savings. This reduces wealth held in the lower half of the wealth distribution. At the same time, many of those in the upper half of the wealth distribution (Elon Musk, Jeffrey Be-

zos), are doing very well. Wealth concentration was growing rapidly prior to the pandemic and things have only accelerated over the last year.

- **Industry concentration:** Small businesses play a significant role in most sectors of the economy. Throughout the pandemic, the set of businesses hurt hardest, regardless of industry, are small businesses. Whether this is inherent in how they function, their financial position at the beginning of the pandemic relative to larger firms, or because of policies that were aimed to help them, but were not terribly effective (Paycheck Protection Program). Accordingly, there will be significant concentration at the end of the pandemic throughout the economy. This is a trend that was well underway prior to the pandemic, the implications of which are the subject of much debate among economists. The concern is twofold. First, that concentration will permit excessive price increases, which transfer money from consumers to the owners of the businesses. Second, as workers today tend not to enjoy the gains of their employer, this will lead to an increased concentration of wealth. The other side of the argument is that larger firms can exploit efficiencies, through economies of scale or through purchasing power. In principle, these efficiencies should lead to lower prices as well as a more efficient allocation of resources throughout the economy.

The implications for the economy are potentially enormous. The geography of employment may be less concrete, leading to a wider distribution of skills across the country. The nature of the workplace may be forever changed, with fewer people populating commercial office space. And retail may make up a much smaller share of downtowns. However, having never experienced such a disruption of the economy, it is extremely difficult to make predictions about the future. Some reversion to previous arrangements will no doubt happen, but the question of how much will not be answered for years to come.

Figure 13: Ecommerce Sales as a Share of All Retail



Demographics

A Snapshot of Redwood City

Table 1. DEMOGRAPHIC SUMMARY

Statistic	2019	2010
POPULATION		
Population Estimate	85,926.0	77,013.0
Veterans	2,195.0	3,342.0
Foreign born persons (% , 5yr)	34.0	32.2
Population age 25+	63,084.0	51,355.0
AGE AND SEX		
Persons under 5 years (%)	6.9	8.4
Persons under 18 years (%)	20.3	25.5
Persons 65 years and over (%)	13.7	11.3
Female persons (%)	52.2	50.2
INCOME AND POVERTY		
Median household income	138,913.0	76,468.0
Per capita income in past 12 months	74,326.0	38,846.0
Persons in poverty (%)	7.3	6.9
Children age less than 18 in poverty (No.)	1,379.0	1,952.0
Children age less than 18 in poverty (%)	8.0	10.1
RACE AND ETHNICITY		
White alone (%)	59.0	74.4
African American alone (% , 5yr)	1.7	2.8
American Indian or Alaska Native alone (% , 5yr)	0.7	0.8
Asian alone (%)	15.5	11.5
Native Hawaiian and Other Pacific Islander alone (% , 5yr)	1.0	1.0
Two or More Races (% , 5yr)	4.9	3.1
Hispanic or Latino (%)	30.1	39.3
White alone, not Hispanic or Latino (%)	46.9	42.6
HOUSING		
Housing units	33,563.0	28,156.0
Owner-occupied housing units (%)	45.5	54.2
Median value of owner-occupied housing units	1,570,300.0	763,000.0
Median selected monthly owner costs-with a mortgage	4,001.0	3,193.0
Median selected monthly owner costs-without a mortgage	800.0	629.0
Median gross rent	2,760.0	1,303.0
FAMILIES AND LIVING ARRANGEMENTS		
Households	32,199.0	26,963.0
Persons per household	2.6	2.8
Living in same house 1 year ago, % of persons age 1+	81.6	85.5
EDUCATION		
High school graduate or higher, % of persons age 25+	91.3	86.5
Bachelor's degree or higher, % of persons age 25+	54.1	39.8
HEALTH		
With a disability, under age 65 years	2,264.0	2,756.0
Persons without health insurance, under age 65 years (%)	5.5	14.4
LABOR FORCE		
In civilian labor force, persons age 16+ (% , 5yr)	70.8	69.7
In civilian labor force, women age 16+ (% , 5yr)	64.8	61.4
Employed, persons age 16+ (% , 5yr)	66.7	63.3
Self employed (% , 5yr)	10.7	14.1
TRANSPORTATION		
Mean travel time to work (minutes), workers age 16+ (5yr)	25.6	22.1
Using public transportation (% , 5yr)	9.7	5.2
Drive alone in private vehicle (% , 5yr)	73.4	75.8

Source: American Community Survey, Summary Files

Note: Data are from the 1-year files unless indicated by the notation 5yr.

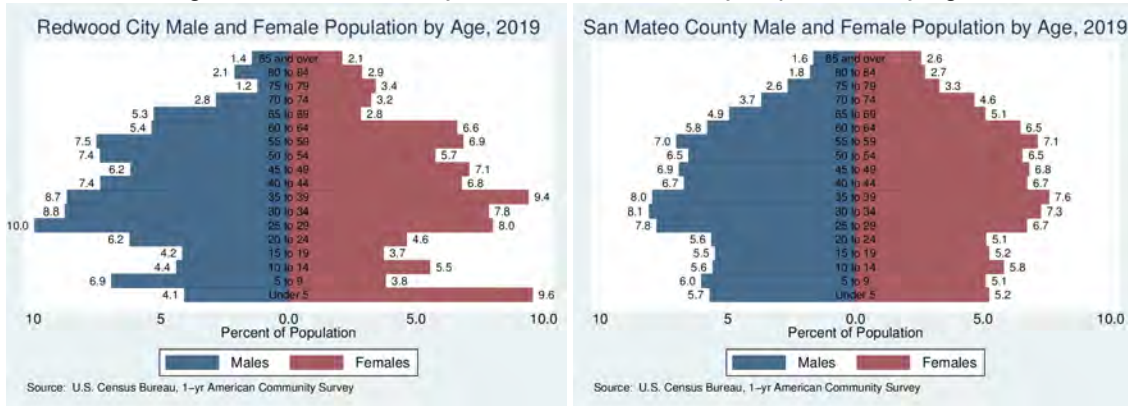
Current Population

In 2020, the population of Redwood City as reported by the California Department of Finance was 84,179. According to the American Community Survey, the population skewed slightly towards women in 2019; women made up 52.2 percent of the population. The age distribution across the sexes differs slightly (Figure 14). At the top, the well established fact that women tend to live longer than men is borne out. The most common age for men is between 25 to 29, while it is higher, 35 to 39, for women. This is a significant change from 2015 when men's ages were higher and women's ages were

lower. There must have been something funny in the water over the last 5 years as there appear to have been more girls under the age of 5 than there were boys in 2019, significantly more, while the reverse was true just 5 years ago.

Relative to San Mateo County overall, there appears to be a slight concentration among younger folks in the City than is apparent in the County overall. The median age in Redwood City is 38, while it is 40 in the County as a whole.

Figure 14: Redwood City and San Mateo County Populations by Age



Overall, the racial composition of the population of Redwood City differs significantly from that of the County as a whole. White non-Hispanic and Hispanic populations are more heavily concentrated in Redwood City than in the County, while there is a significantly smaller proportion of Asian non-Hispanic individuals, 15.2% in the City relative to 29.3% in the County overall. The racial composition of Redwood City has changed over the last 13 years. Relative to 2006, the proportion of Asian non-Hispanic residents has doubled from 7.2% to 15.2%. The White non-Hispanic population declined by a little under 3 percentage points and the Hispanic population declined by a 7.6 percentage points.

Relative to the state as a whole, Redwood City has a very highly educated labor force. The proportion of workers with at least a bachelor's degree is significantly higher than in the state as a whole or even the Bay Area. At the same time, it is comparable to the County in terms of overall levels of education, but men with an advanced degree are more common in the City. Located as it is in the heart of Silicon Valley, this is hardly surprising.

In a dramatic shift from our 2017 report, it has a comparable incidence of individuals with less than a high school diploma as the County, about 9% of the population over age 25 is without a high school diploma. Statewide, 16% of the same population has not attained a high school diploma.

Figure 15: Redwood City and San Mateo County Populations by Race/Ethnicity

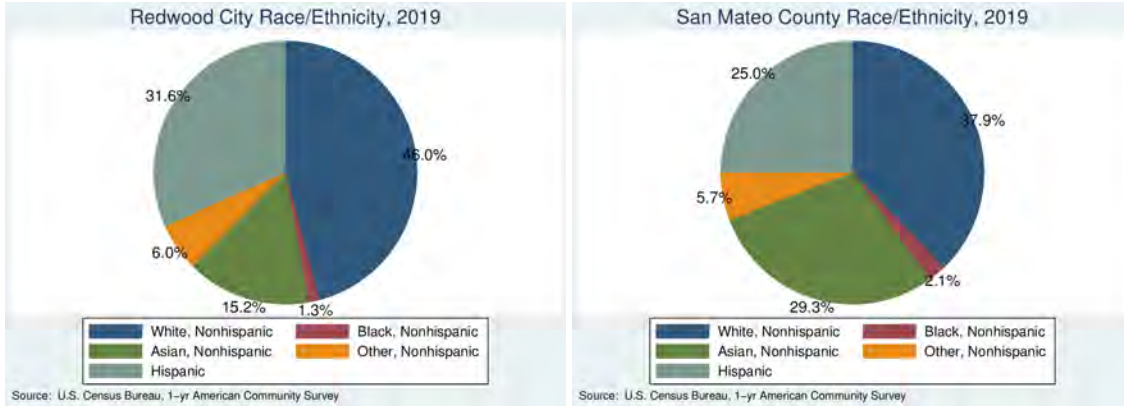
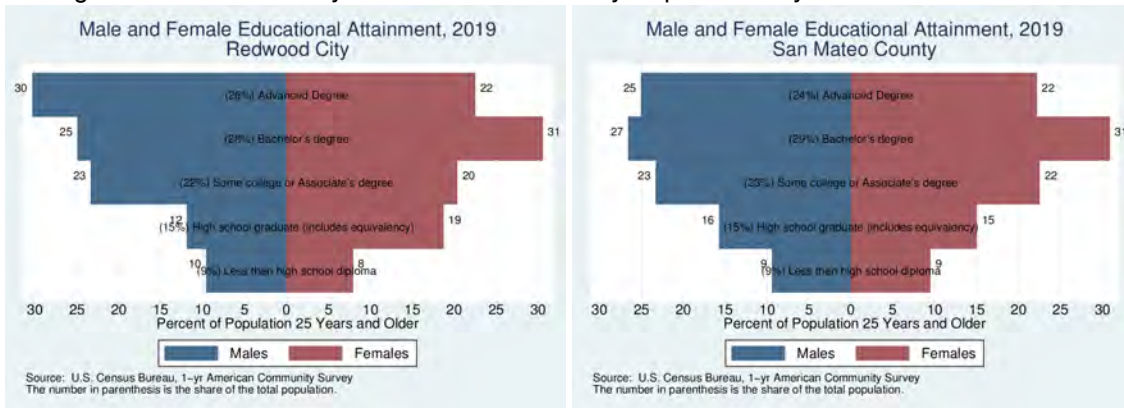


Figure 16: Redwood City and San Mateo County Populations by Educational Attainment



Population Growth

Redwood City has been growing more quickly than has the rest of the County or California. Between 2010 and 2020, the population of Redwood City grew by 12.9%, compared with just 7.6% for the county overall. Although the population of the County fell between 2019 and 2020, the population of Redwood City grew.

The California Department of Finance has forecast that the population of San Mateo County will increase by 16% relative to its 2010 level.

Forecasts of growth by age and race/ethnicity do suggest changes in the demographics of the County and possibly the City. By 2060, the pop-

ulation will be significantly older, with a much higher proportion of individuals aged 65 or older. The County will also continue the trend of de-

Having already grown by 7.6% in 2020, that suggests growth of roughly 7.7% between 2020 and 2060, with almost all of that growth occurring by 2039. Employment in the County will continue to grow through 2048, but then will decline back to 2039 levels in 2060.

Growth prospects are better for the City than the County, but is significantly diminished relative to just 5 years ago, with growth of less than 10% between 2020 and 2060.

Figure 17: Bay Area and California Populations by Educational Attainment

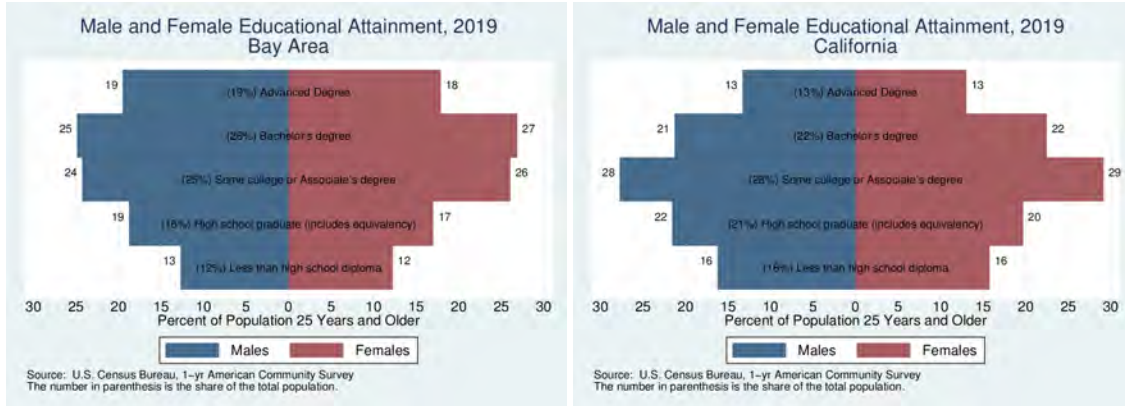


Figure 18: Population Growth

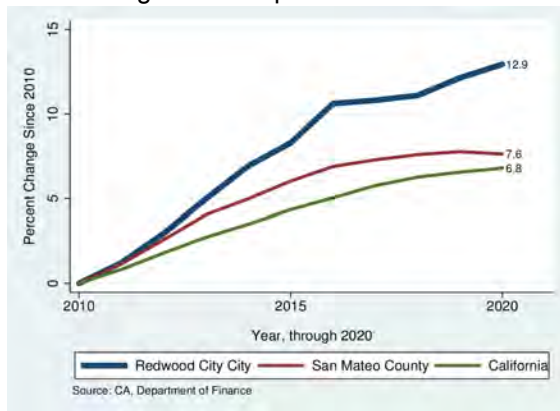
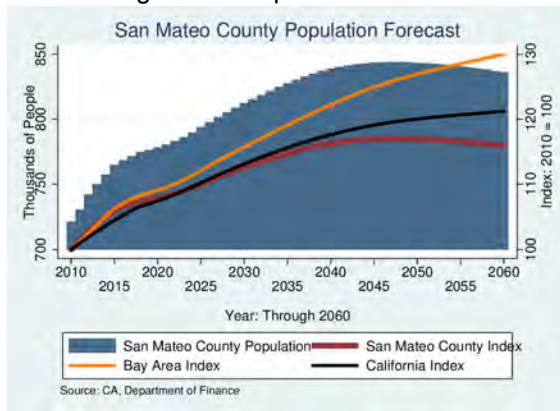


Figure 19: Population Growth



clining share of White nonhispanics in the population. Both the share of Hispanics and those identifying as some other race (including Asian) will continue to grow into the future.

In San Mateo County, births and to a lesser extent net immigration contributed negatively to population growth between 2019 and 2020. That marks the fifth year in a row that net migration

has reduced population growth - at an accelerating rate of decline (Figure 22). At the same time domestic migration contributed positively to the County's population between 2019 and 2020. This is an inverted picture relative to 2016 when births and net immigration were contributing positively and deaths and net domestic migration both reduced population growth.

Figure 20: San Mateo County Population Forecasts by Age and Race

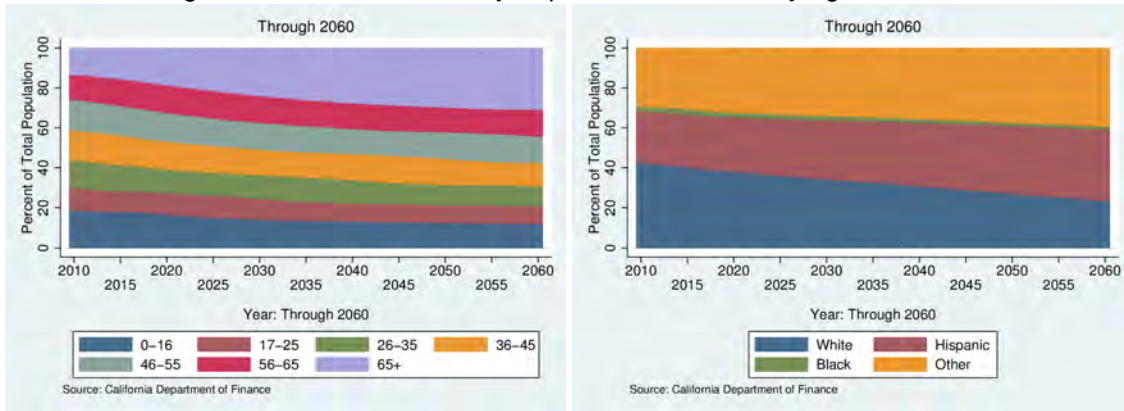


Figure 21: San Mateo County: Decomposition of Population Changes

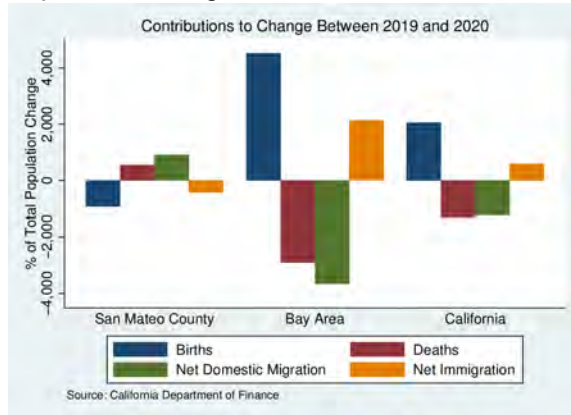


Figure 22: San Mateo County: Population Change - Primary Components

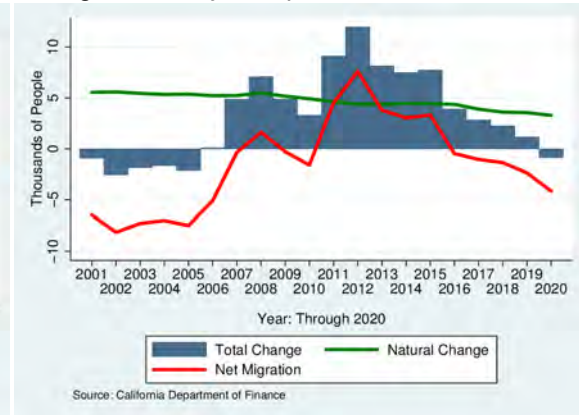


Figure 23: San Mateo County: Natural Population Growth

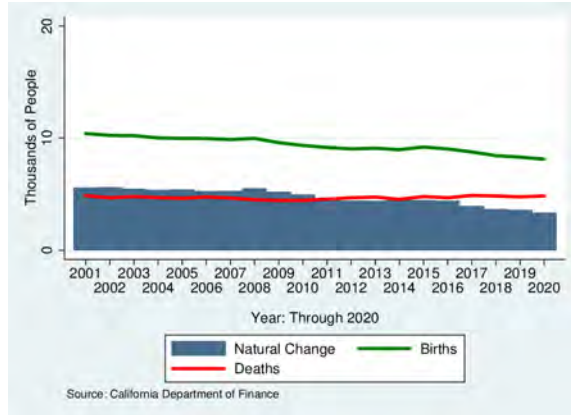


Figure 24: San Mateo County: Migration



Income and Earnings

Per Capita Income Growth

Definition:

Per capita income is the average income per person in Redwood City. Personal income is the income received by, or on behalf of, all persons from all sources: from participation as laborers in production, from owning a home or unincorporated business, from the ownership of financial assets, and from government and business in the form of transfer receipts. Non-cash government benefits are not included.

Why is it important?

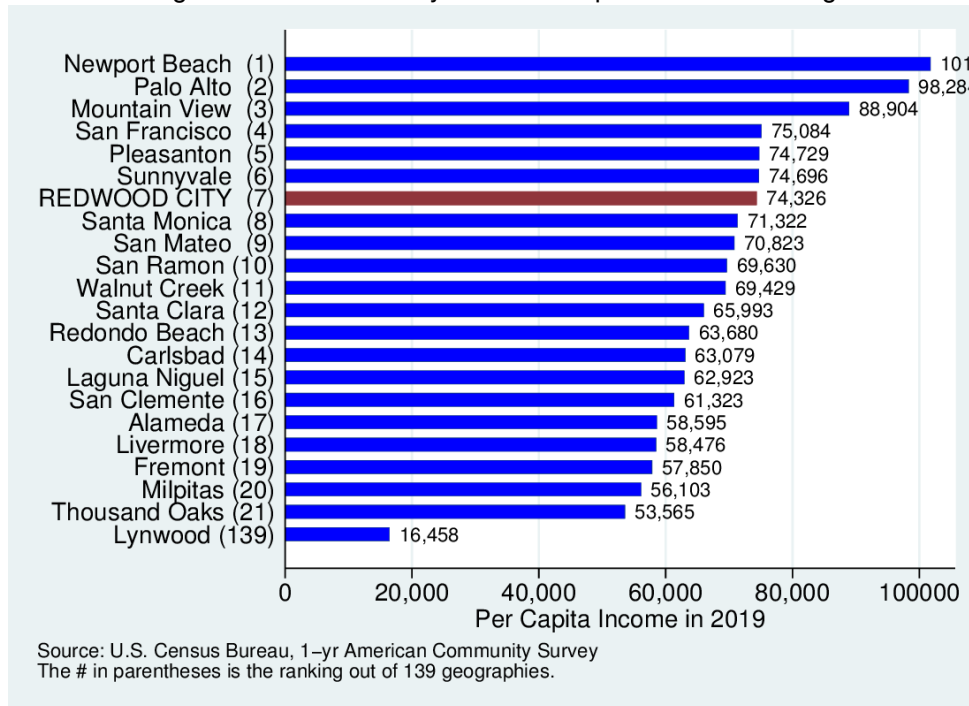
Income is the money that is available to persons for consumption expenditures, taxes, in-

terest payments, transfer payments to governments and the rest of the world, or for saving. As such, it is an important indicator of economic well-being in a community.

How are we doing?

In 2019, per capital personal income in Redwood City was \$74,326. At that time, there were only six cities in California that had higher per capita personal income. Not surprisingly, five of those six cities are located in Silicon Valley or the Bay Area more broadly. Palo Alto, just to the south of Redwood City had the second highest recorded per capita income in 2019 at just over \$98 thousand.

Figure 25: Redwood City Real Per Capita Income Ranking



In 2019, the residents of Redwood City experienced a dramatic increase in per capita income. Per capita income is total income in the City divided by the total population. The Census Bu-

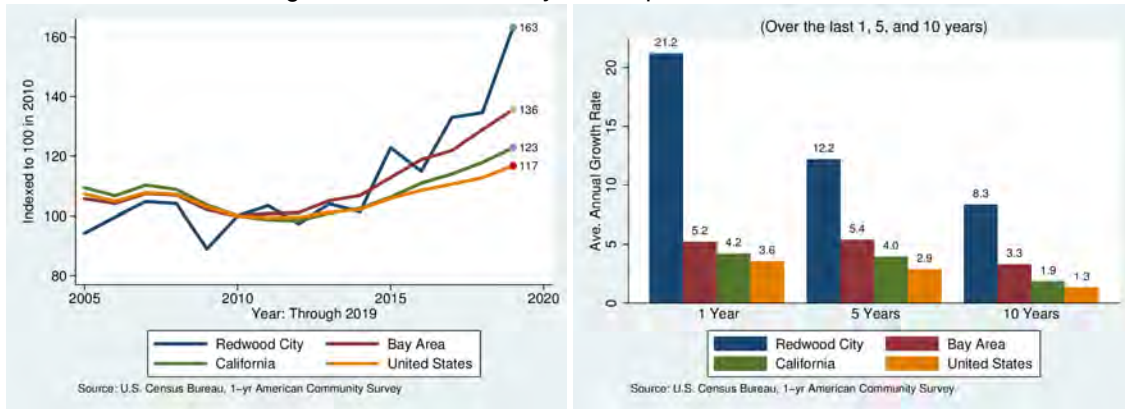
reau reports that the population increased from 2019 to 2020 at about the same rate that it had been for the last several years, or even a bit faster, but aggregate income increased enor-

mously. Between 2018 and 2019, aggregate income in the City increased from \$5.2 billion to \$6.4 billion, or by about 23%. The source of this increase is unknown and its veracity will only be known when the 2020 data are released in September, 2021.

Income growth in Redwood City has historically outpaced the broader Bay Area region, California, and the U.S. as a whole (Figure 26). Over

the last 10 years, incomes in the City have grown at a rate of 8.3%, nearly three times faster than in the Bay Area as a whole at 3.3%. Over the last 5 years, the rate of growth in the region has increased relative to the City, though both are growing faster than the 10-year average, 12.2% and 5.4%, respectively. The year 2019 appears to have been a remarkable one for Redwood City, with per capita income growing by more than 21%.

Figure 26: Redwood City Per Capita Income Growth



At \$74.3 thousand, the level of per capita income in Redwood City is higher than in all but two counties in the Bay Area, Marin County (\$75.2 thousand) and San Francisco County (\$75.1

thousand). Nationwide, Redwood City ranks 9th in per capita among more than 589 cities for which data are available.

Earnings

Earnings reflect the income derived from working at a job, as opposed to income, which includes monies derived from a broader set of sources. In 2019, median earnings for all workers 16 years and over living in Redwood City was \$71,812. This is a significant increase over \$56,286 in 2018 and helps to explain the dramatic increase in income discussed above. Median earnings in Redwood City are considerably higher than in the County as a whole, the Bay Area, California, and nationwide, with sig-

nificantly larger gains since 2007, just before the Great Recession. In those 12 years, median earnings in the state as a whole fell slightly, making Redwood City an extremely positive outlier.

The median figure masks stark differences in earnings across different levels of educational attainment and gender. The figure below provides an indication of how earnings changes with education and between men and women.

Figure 27: Comparison with Bay Area Counties and All Cities Nationwide, 2019

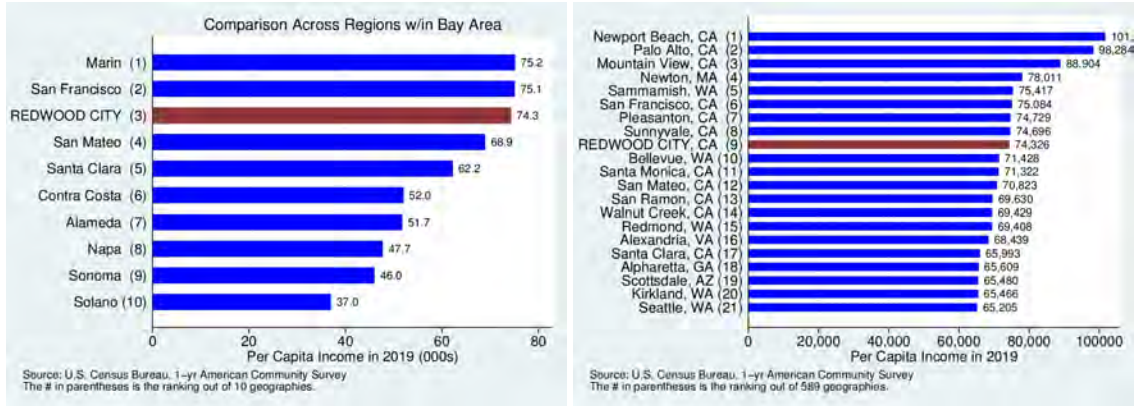


Table 2. Median Earnings (Inflation Adjusted to 2019\$)

Geography	2007	2019	% Change
Redwood City	51,821	71,812	38.6
San Mateo County	54,422	62,701	15.2
Bay Area	52,193	53,348	2.2
California	41,586	41,540	-0.1
United States	39,039	40,083	2.7

Source: U.S. Census Bureau, 1-year American Community Survey Summary Files.

In Redwood City, the upper left hand chart, men with a graduate or professional degree make more than 5 times more than men without a high school diploma. For women, the same figure is just over 4x more. Between men and women, the difference ranges from women making slightly more among those with some college or an associate’s degree (\$53 thousand for

women and \$48 thousand for men), to a very significant difference among those with graduate or professional degrees. At this highest category of education, men make almost 50% more than do women. This difference is big in Redwood City, but is larger still (in percentage terms) in the County and region, but smaller at the state level.

Poverty and Inequality

Definition:

The local poverty rate provides an indication of the well-being of those at the bottom of the income distribution. The federal poverty rate measures the proportion of households in the region that are classified as living in poverty. Also included are measures of the extent to which the City’s children are impoverished. Measures of the income distribution provide further evidence on disparities in income in the region.

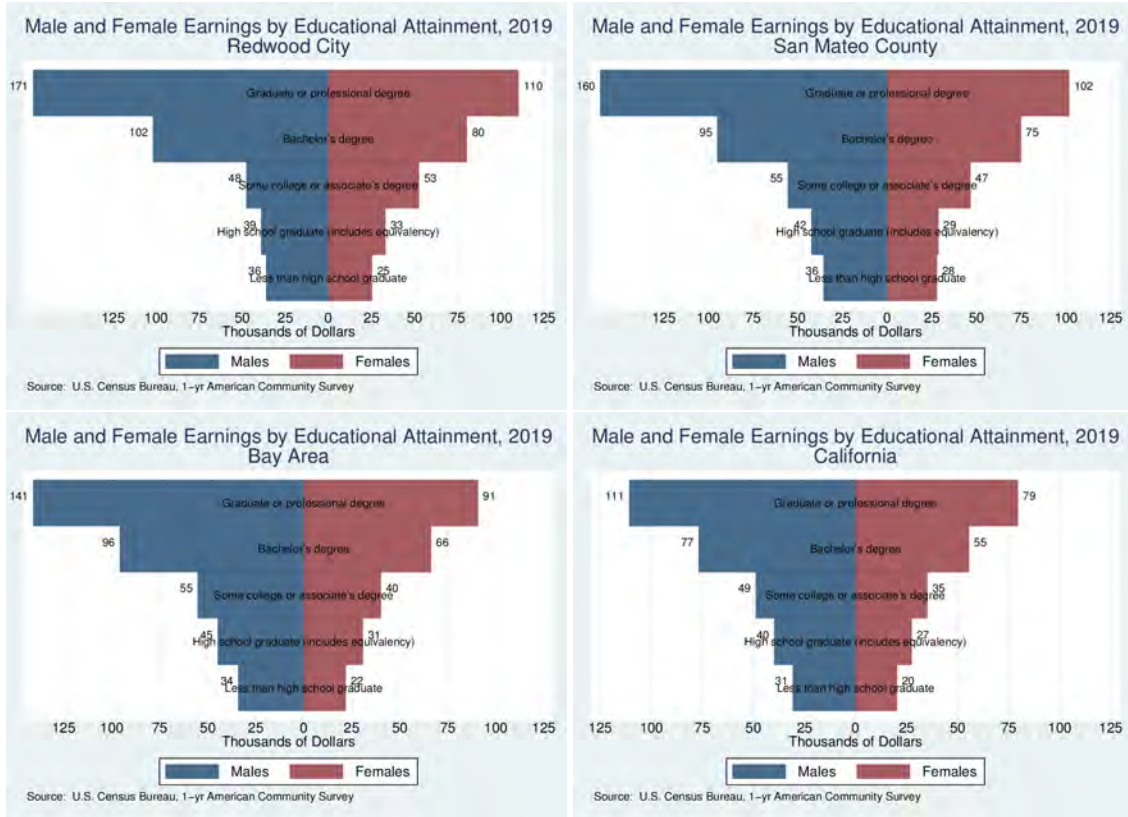
Why is it important?

It is important to track measures of poverty and inequality to assess the extent of income disparities in the region, with an eye toward understanding how well the local economy is performing for all of its citizens.

How are we doing?

In 2019, the Federal Poverty Rate for Redwood City was 7.3% and had been trending downward (Figure 29). This is slightly higher than

Figure 28: Earnings by Educational Attainment and Sex

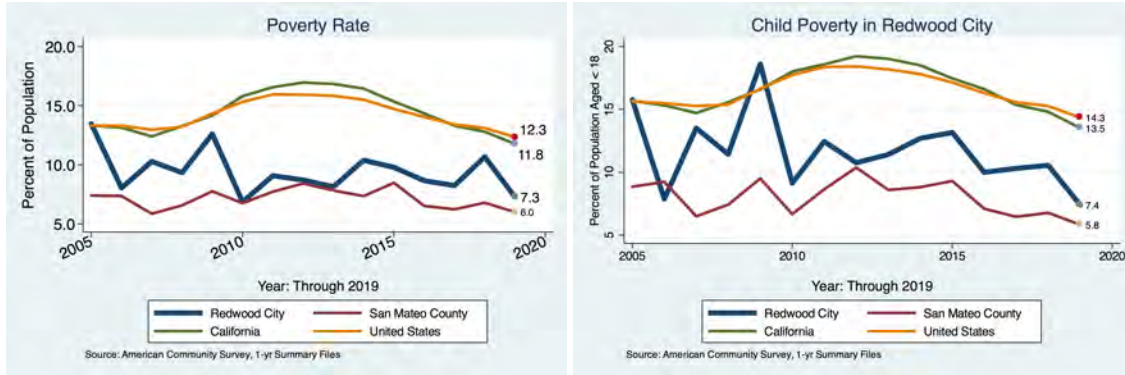


for San Mateo County as a whole (6.0%), but compares favorably to California as a whole (11.8%) or the nation (12.3%). The low rate of poverty in Redwood City and San Mateo County as a whole is somewhat deceptive. A major shortcoming of the Federal Poverty Rate is that it does not take into consideration differences in the cost of living or in the share of housing in the household budget across regions. Given that Redwood City has a relatively high cost of living and of housing in particular, it is likely that the City's poverty rate is significantly higher than indicated by the Federal Poverty Rate. Indeed, for the year 2011, the Public Policy Institute of California and Stanford attempted to adjust the San Mateo County poverty rate for these factors. They found that in 2011, rather than 6.7% as indicated by the FPR, the poverty rate in San Mateo County was actually in excess of 18%. This suggests

that the poverty rate in Redwood City is likely significantly higher than 7.3%.

With regard to child poverty, Redwood City has seen significant decreases since 2015. Much of this is likely due to reduced immigration and the outmigration of low income households because of high housing costs. Measured child poverty in Redwood City, at 7.4%, compares favorably with overall levels of poverty. The opposite is true in California and the United States as a whole, where child poverty rates are significantly higher than overall poverty. Income inequality in Redwood City, although frequently low relative to the state and San Mateo County, is currently comparable to the County, state, and nation. For much of the last 25 years, inequality nationwide has been on the rise. This is especially true of the Bay Area, and has been true for Redwood City and San Mateo County for at least the last 14 years.

Figure 29: Poverty in Redwood City



The top quintile, the 20% of richest households, and top 5% of households in Redwood City have a very high share of total county incomes, but about the same share as nationwide. More than 20% of all income goes to the top 5% of households. The top 20% of households get more than

50% of all income. At the same time, the bottom 20% of households, the poorest households, receive less than 5%. This share is lower, though only slightly, than for any of the other geographies displayed in the figure below.

Figure 30: Inequality in Redwood City

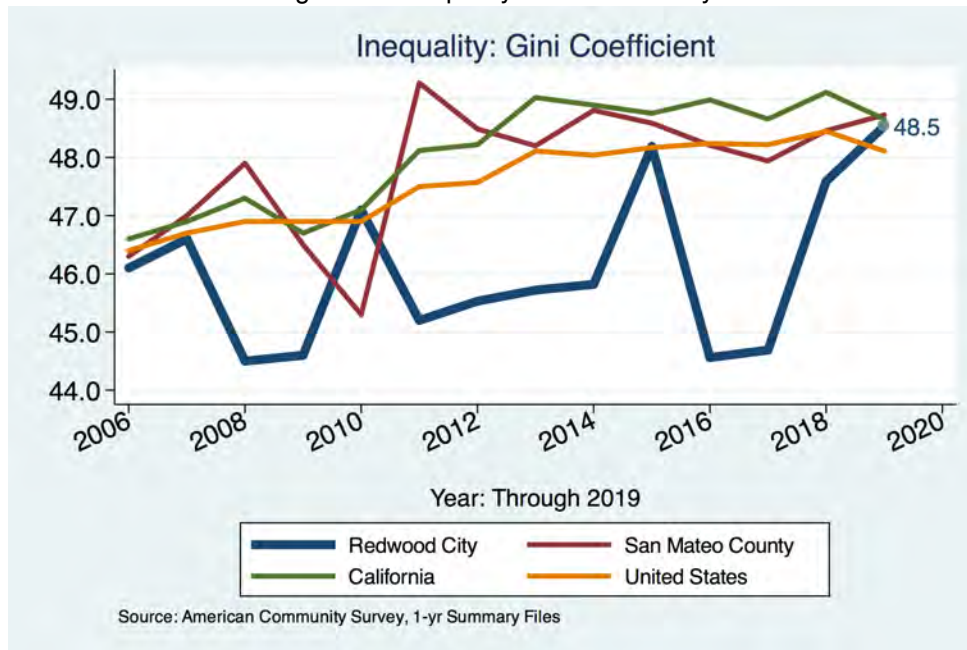
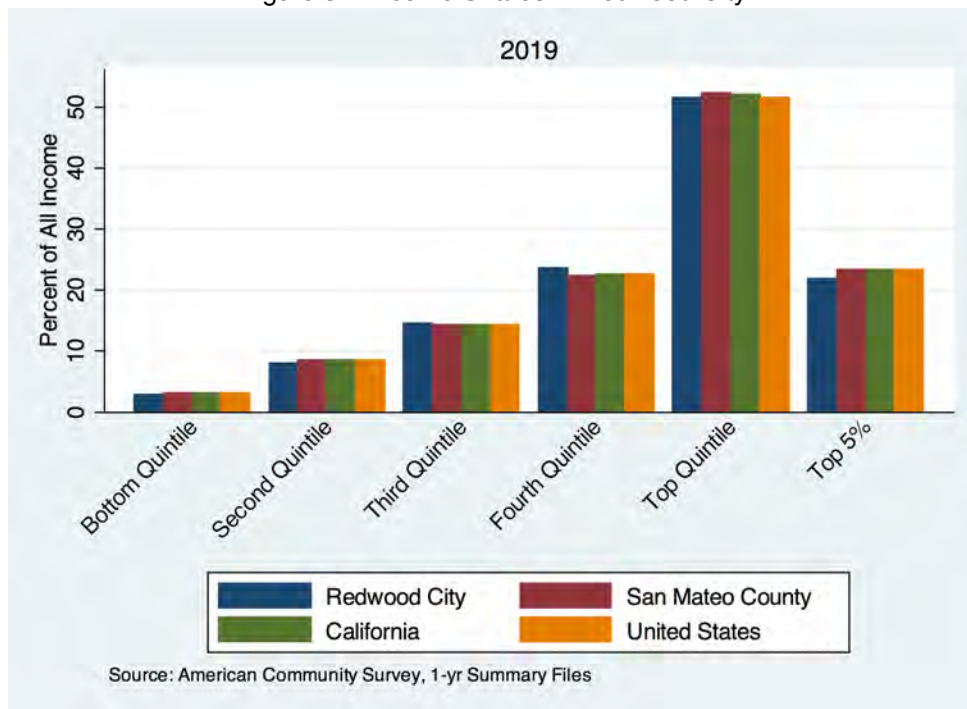


Figure 31: Income Shares in Redwood City



Housing

Housing Costs

Definition:

Housing costs in Redwood City are measured as the median home price and the median rental price. The median value is the amount in the middle. Fifty percent of units are above the median and 50 percent are below.

Why is it important?

Housing is one of three fundamental necessities, along with food and clothing. A measure of the cost of housing is an integral part of the measurement of the cost of living in a specific community. This is particularly true in cities and regions throughout the Bay Area, though the pandemic has altered trends significantly. Time will tell if things revert to historic norms.

How are we doing?

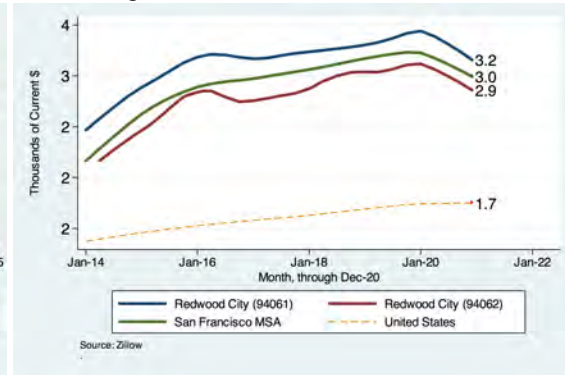
In the latest data, the median home price in Redwood City was over \$1.6 million and the median rental rate was \$3.2 thousand. These data indicate that Redwood City is one of the most expensive places in the Bay Area, California, and indeed the nation in which to seek shelter. Home prices and rents are currently on different trajectories, with home prices rising in the City and rents in rapid decline. As of late 2020, home values are rising in San Mateo County and falling in San Francisco. This is a common theme throughout the pandemic as many with means are moving out of San Francisco to places where real estate with a greater element of outdoor living - a backyard - is more readily available. Rents are declining as many in the area have left, perhaps permanently.

Housing Costs in Redwood City

Figure 32: Median Home Prices



Figure 33: Median Rental Prices



Home prices in Redwood City are high by regional standards. For much of the last 20 years, they were comparable to prices in San Mateo County and San Francisco. Over the course of the last decade, however, home price appreciation has accelerated in Redwood City relative to those geographies, the Bay Area (represented by the San Francisco MSA), California and the nation. At the same time, rents seem

broadly in line with the region. One of the zip codes (94061) is running above the region (San Francisco MSA) while the other, 94062 is a little lower. The San Francisco MSA includes San Francisco, San Mateo, Alameda, and Contra Costa counties.

Much of what happens with housing markets in Redwood City and the rest of the region is highly

dependent on when the pandemic is under control and what the new version of normal is. Will telecommuting remain a dominant feature of the workplace? Will public transportation bounce

back from its current levels? There are many questions regarding housing markets that only time can answer.

Residential Permitting

Definition:

This indicator provides evidence on the number of residential buildings that are permitted for construction each year. Permit data for Redwood City are compared with those for San Mateo County as a whole and broader regions. The statistic provided scales the number of permits by population. This is done to facilitate comparisons across regions.

Why is it important?

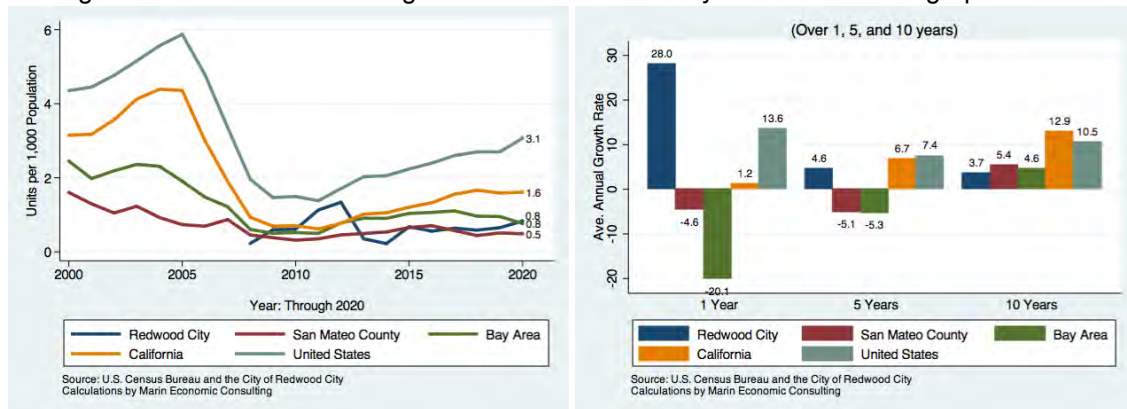
Building permits are the best indicator available of new units coming on the market. In order for a region's population to grow and flourish, new residential properties must be added to the existing stock. Building, both in the City and in the County more generally, is an indication of the extent to which new residences are affecting prices through increased supply.

How are we doing?

It has been nearly 15 years since the bursting of the housing bubble. In that time, San Mateo

County has permitted new housing units at a rate slower than the rest of the Bay Area. Since 2008, permitting in Redwood City has been roughly in line with the rest of the county. There was an uptick in the wake of the Great Recession, but it has since returned to the regional trend. Permitting in all geographies initially increased following the Great Recession, but in the last 5 years we have seen permitting slow throughout the Bay Area, including San Mateo County and Redwood City. Over the course of the last year of data (between 2019 and 2020), permits in the City have grown faster than any of the other geographies, while permitting has fallen in the County and in the Bay Area as a whole. For most of the last 10 years, new units relative to the overall population have been lower in Redwood City than in the Bay Area or California more broadly. It is also the case that over those same 10 years the rate of new building permitting has increased in the City, but from relatively low levels. Such a dramatic increase in permitting through the pandemic is curious and may well abate as time goes on.

Figure 34: Residential Building Permits in Redwood City and Broader Geographies: Units



Housing Picture

Why is it important?

In areas where the rate of population growth exceeds the rate of housing growth, this is likely to reflect a tightening housing market. A tightening housing market will also likely be reflected in lower vacancy rates and higher occupancy rates. It may also be reflected in higher numbers of people per household.

How are we doing?

Over the last 10 years, Redwood City has experienced a significant tightening of its housing market relative to the County as a whole. This is primarily evident in the vacancy rate in the two regions. In Redwood City, the vacancy

rate declined from 4.1% to 2.6%, which is significantly elevated from a prepandemic level of approximately 2.6%. In the County as a whole, the vacancy rate increased by 11.1%. Population in Redwood City grew by nearly 12.9% over the course of the last decade, but by just 7.6% countywide. The number of occupied units in Redwood City increased faster than did the total number of homes, while it grew slower in San Mateo County. All of these trends indicate a significant tightening of the housing market in Redwood City relative to the County as a whole, but evidence from the pandemic period is not yet complete.

Table 3. Housing Market Indicators for Redwood City

Indicator	2020	2010	% Change from 2010
Total Population	86,754.0	76,815.0	12.9
Total # of Homes	31,536.0	29,167.0	8.1
# Occupied Units	30,346.0	27,957.0	8.5
Persons per Household	2.8	2.7	4.3
Vacancy Rate (%)	3.8	4.1	-9.0

Source: CA DOF; Calculations by Marin Economic Consulting

Table 4. Housing Market Indicators for San Mateo County

Indicator	2020	2010	% Change from 2010
Total Population	773,244.0	718,451.0	7.6
Total # of Homes	280,879.0	271,031.0	3.6
# Occupied Units	265,689.0	257,837.0	3.0
Persons per Household	2.9	2.8	4.5
Vacancy Rate (%)	5.4	4.9	11.1

Source: CA DOF; Calculations by Marin Economic Consulting

Housing units did increase faster in Redwood City than in the County or state, but the number of persons per household grew in lock-step with the same number for the County as a whole. Both of which grew faster than in the

state. Whether this increase is the result of more singles living together or more generations of families living together, it is a reasonably clear indicator of scarce housing and high housing costs.

Figure 35: Housing Growth



Figure 36: Persons per Household

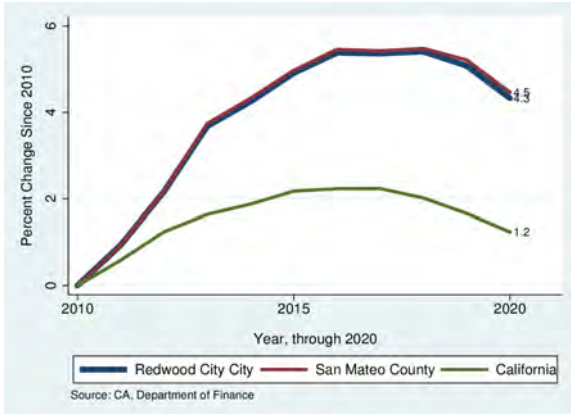


Figure 37: Vacancy Rates

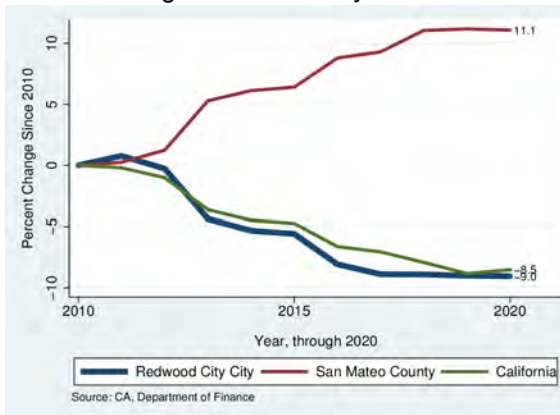
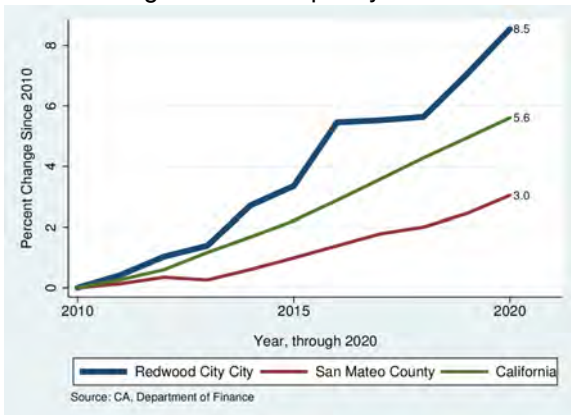


Figure 38: Occupancy Rates



Trends in the Growth of Housing by Housing Type

Figure 39: Single Detached Homes

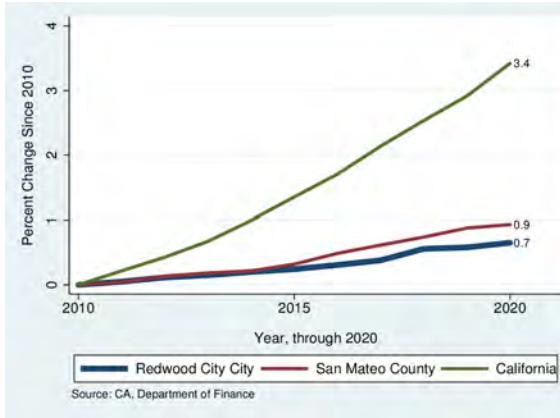


Figure 40: Single Attached Homes

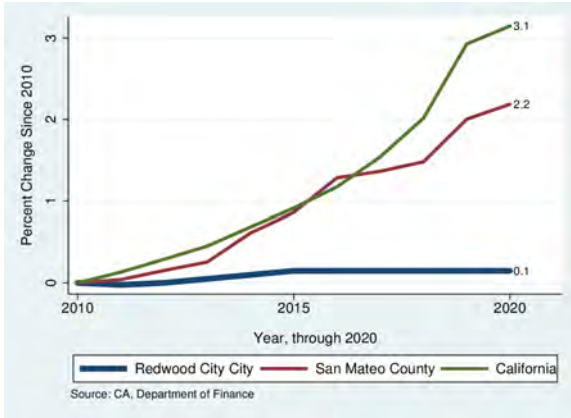
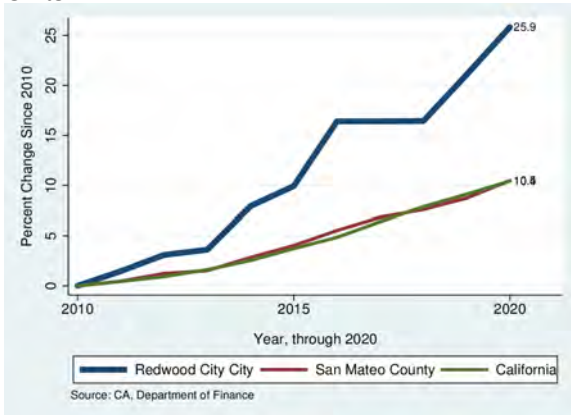


Figure 41: Housing in Buildings with Two to Four Units



Figure 42: Housing in Buildings with Five or More Units



Commute Patterns

During the recovery from the Great Recession, the period from 2010 to 2019, the Bay Area economy, and Silicon Valley in particular, has been growing at a pace roughly double that of the state as a whole and triple that of the nation. This growth has precipitated a tight hous-

ing market and has also brought about some significant changes in commute patterns. Recent years have seen significant changes in both the mode of transportation and commute times.

Mode of Transportation

Redwood City's employed residents have reduced their penchant for driving alone in their car, but rather than commuting or taking public transportation, have been increasingly working from home. Their inclination to carpool had been growing in the years following the Great Recession, but seems to be waning. Public trans-

portation use is high relative to the last decade, but appears to be on the decline. These are all trends that largely buck those for the Bay Area, California and the United States, with the exception of working from home. This trend has been reasonably consistent nationwide and has no doubt gotten a big boost by the pandemic.

Figure 43: Percent of Workers Commuting by Car Alone

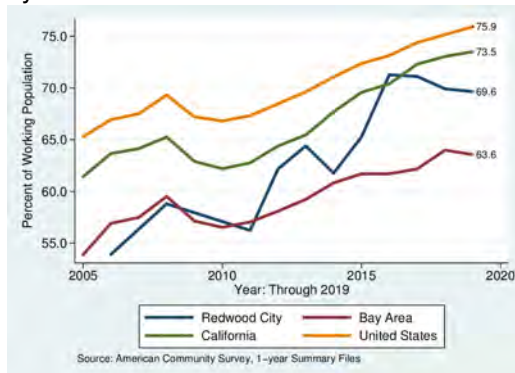


Figure 44: Percent of Workers Commuting by Carpool

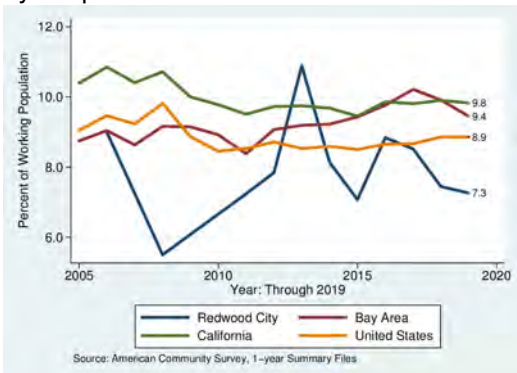


Figure 45: Percent of Workers using Public Transportation



Figure 46: Percent of Workers Who Work From Home



Commute Times

Up until the last two years, commute times for Redwood City's employed individuals had been on a pretty steady upward trend. The percent of the population with a one-way commute in excess of 30 minutes reached its highest level since data were made available in 2005 in 2017. Some 40% of workers had commutes in excess of 30 minutes. It may well have been higher during the dot.com era, but data for that time period is not readily available. This trend has reversed itself in the last two years, with now just 37% of employed residents commuting for more

than 30 minutes. This is low relative to San Mateo County, the Bay Area, the state, and the nation.

Among those with particularly long commutes, the proportion of workers with 90 minute commutes is very low by regional standards. That said, it has been increasing, it is increasing at a much slower pace than in the Bay Area as a whole and remains less than one-third of the employed population that it is for the Bay Area (1.7% vs 5.2%).

Figure 47: Percent of Employed Population With Commutes of More than 30 Minutes



Figure 48: Percent of Employed Population With Commutes of More than 90 Minutes



The picture is different for those commuting into Redwood City to work. Commutes, both those in excess of 30 minutes and 90 minutes have been increasing for these workers. Percentages were on a par with the Bay Area as a whole in 2019. The proportion with more than a 30 minute commute was above 50% among those employed in Redwood City and the Bay Area as a whole. The proportion of workers with commutes in excess of 90 minutes was over 7% in both regions. The effect of the pandemic is likely to reduce these trends significantly, with telecommuting playing a much more significant role in people's work lives.

With regard to those with commutes of 90 minutes or longer, so-called MegaCommuters, in

2019, Redwood City ranked among the worst geographies in California for its incoming workers. Out of 140 cities for which data are available for 2019, Redwood City ranks 133rd. Many nearby cities are close in the rankings: San Jose (123), Santa Clara (129), Palo Alto (134).

The rapidly-increasing commute times for those working in the City and region are clearly a result of the tight housing market, a growing economy, and a transportation system unable to handle the load. In particular, as housing becomes more expensive, more and more workers move to the surrounding counties to live, but they can not take their jobs with them, nor does public transportation always provide the solution.

Figure 49: Percent of Local Employees With Commutes of More than 30 Minutes Figure 50: Percent of Local Employees With Commutes of More than 90 Minutes

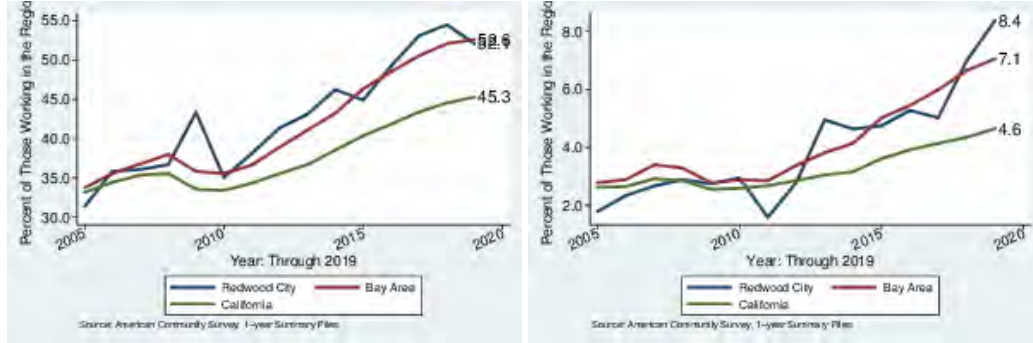
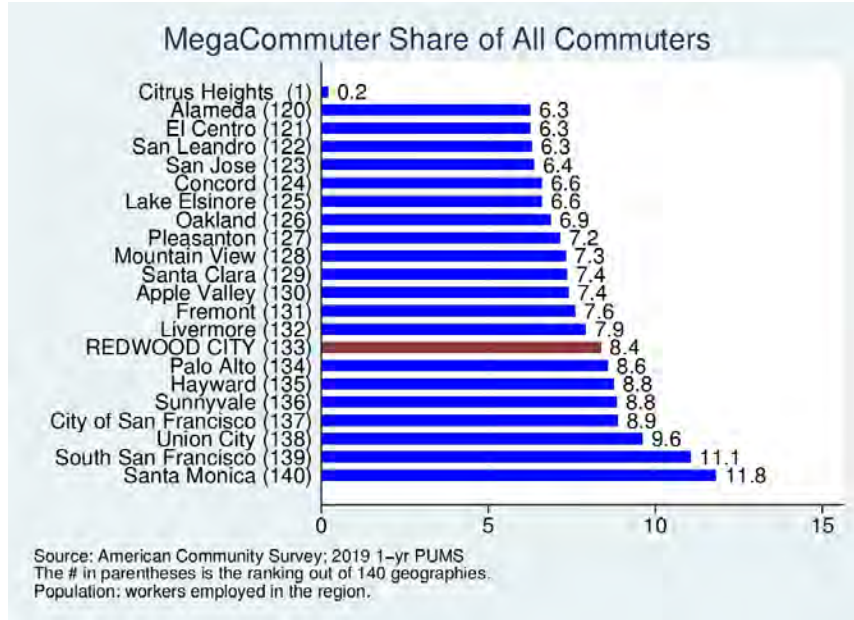


Figure 51: Rank: Share of MegaCommuters Across Similar Geographies



Employment Report

Definition:

Each month, California’s Employment Development Division (EDD) publishes an update on employment in California and in MSAs and counties all across the state. The report focuses primarily on non-farm employment, providing estimates of changes in employment by industry as well as unemployment in each region.

Why is it important?

Employment growth is a fundamental indicator of the health of an economy.

How are we doing?

Relative to San Mateo County, employment in Redwood City has experienced roughly the same trajectory. Significant growth in the wake of the Great Recession of a decade ago and similar declines through the pandemic. Prior to the pandemic, and since 2010, the nation had been growing at 1.6% per year, the state at

2.3% per year, and the Bay Area at over 2.9% per year. Redwood City had been growing at approximately 3.1% per year, faster than most parts of the Bay Area, the state, and the nation.

Through 2020, employment in Redwood City has declined by more than any of the other regions depicted in Figure 41. While employment nationwide is down roughly 6%, employment in Redwood City is down 7.9%. As discussed in the section on the economic effects of the pandemic, it is service-oriented or people-facing jobs that have been hit the hardest. As these sectors likely make up a large proportion of the urban Redwood City economy, it is not surprising that the decline is more pronounced.

Unemployment, though significantly reduced from its early pandemic highs of nearly 10%, remains very high relative to the end of 2019 when it was just 1.8% on a seasonally adjusted basis. The current rate is triple the pre-pandemic unemployment rate.

Table 5. Redwood City Summary for December, 2020

Category	Current Value	Change From:		
		Last Month	2 Months Ago	Last Year
Employment	46,890	-173	-462	-4,168
Labor Force	49,376	61	-879	-2,614
Number Unemployed	2,607	347	97	1,659
Unemployment Rate	5.7	1.0	0.7	3.9

Source: EDD, Marin Economic Consulting

Figure 52: Historical Employment and Unemployment in Redwood City

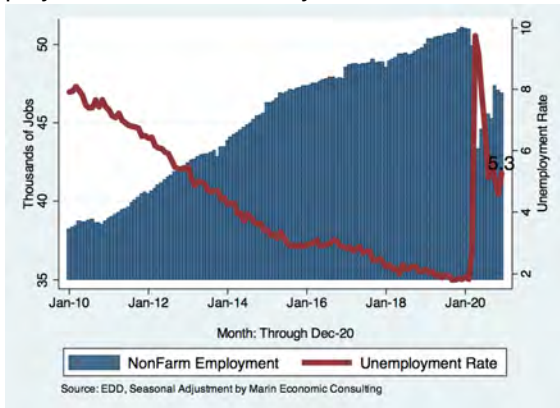


Figure 53: Redwood City's Relative Employment Growth



Redwood City Forecast and Model Considerations

This report provides Redwood City with a forecast for the following variables :

1. Taxable Sales to determine sales tax revenues;
2. Assessed Values of Real Property to determine property tax revenue;
3. Transient Occupancy Tax (TOT) Revenue; and
4. City employment levels for both residential (those that live in Redwood City) and industry employment (those that work in Redwood City regardless of where they live).

In each section below, the forecast variables and the forecast assumptions are discussed. We start with state and national level context given the volatility of 2020 on the macroeconomy.

General Issues: National and State Economic Context

Forecasts for local areas (cities and counties) depend greatly on forecasts for the local county, state and national economies as they exist. National policies, such as fiscal and monetary policies, affect local employment, income and interest rates. Because of COVID-19, economic data describing both calendar year 2020 and fiscal years 2019-20 and 2020-21 show the effects of both the current recession (which may be declared over in Q4 2020 by the National Bureau of Economic Research or NBER) and how economic recovery has started as of January 2021.

At the national level, the macroeconomic implications of COVID-19 continue to play out. Interest rates are assumed to remain at historically-low levels until 2023. Even as interest rates rise, the forecasts below do not expect any rate increase to be significant enough to change the forecast's trajectory. Fiscal stimulus has been aggressive since April 2020, having two rounds of spending primarily focused on augmented unemployment insurance benefits and transfer payments (direct payments) to households versus government investment as of January 2021. Such policy speeds up the process of providing economic relief by sending money directly to households or businesses, including an array of social assistance changes (augmented unemployment insurance, for example) and policy choices (loan deferment on mortgages and eviction moratoria, for example), that continue to provide some economic stability in 2021 versus uncertainty as to COVID-19 caseloads and potential social policy choices that affect local businesses and jobs.

Forecasted fiscal policy beyond direct stimulus addressing issues from COVID-19 may change the forecasts below for Redwood City for the better in terms of more support for permitted construction, commercial space expansions, home sales, and more taxable sales. These would also lead to rising employment, assuming no other negative shocks, and more transient occupancy tax (TOT) based on a faster, growing economy and more travel as possible given continued social constraints.

Continued restrictions on travel may lead to a lag in the recovery of overnight stays throughout California and traffic through the San Francisco (SFO) airport. That regional traffic support thousands of jobs in San Mateo County based on SFO's location, where Redwood City generates overnight stay visitors and also employment support from flows of visitors through SFO and Redwood City based on travel on Interstate 280. Forecasts for travel suggest the national travel market may not see the same number of international and domestic travelers by plane as there were at the end of 2019 until 2024. The transient occupancy tax (TOT) forecast below assumes a return by June 2024 to 2019 levels. If more social restrictions come to California and its regions due to new variants

of COVID-19 or some lack of efficacy in vaccines, the hotel and visitor-support industries will be the first to slow down or experience muted recovery momentum. Let's now look at each individual forecast section, its assumptions, and results starting with taxable sales.

Taxable Sales Forecast

Because there may be changes in both the overall sales tax rate or its distribution among the City of Redwood City, San Mateo County, other special districts, and the state of California, we focus here on forecasting taxable sales levels for Redwood City. We consider fiscal-year levels as affected by:

- National and state level forecasts of economic growth, specifically in terms of personal income after inflation;
- Population growth, as taxable sales are primarily coming from local households (but also come from regional households based on commute patterns and retail leakages as well as visitors);
- Recent data on taxable sales, as well as annual forecasts that exist from CalTrans and also California Department of Finance;
 - San Mateo County has a local forecast for both personal income and taxable sales from CalTrans which is updated annually;
 - Recent auto sales levels and forecasts for the number of vehicles per household in San Mateo County and California overall (as auto sales are a relatively large proportion of historic taxable sales in Redwood City); and
- City of Redwood City taxable sales forecasts and other data as provided by the city finance.

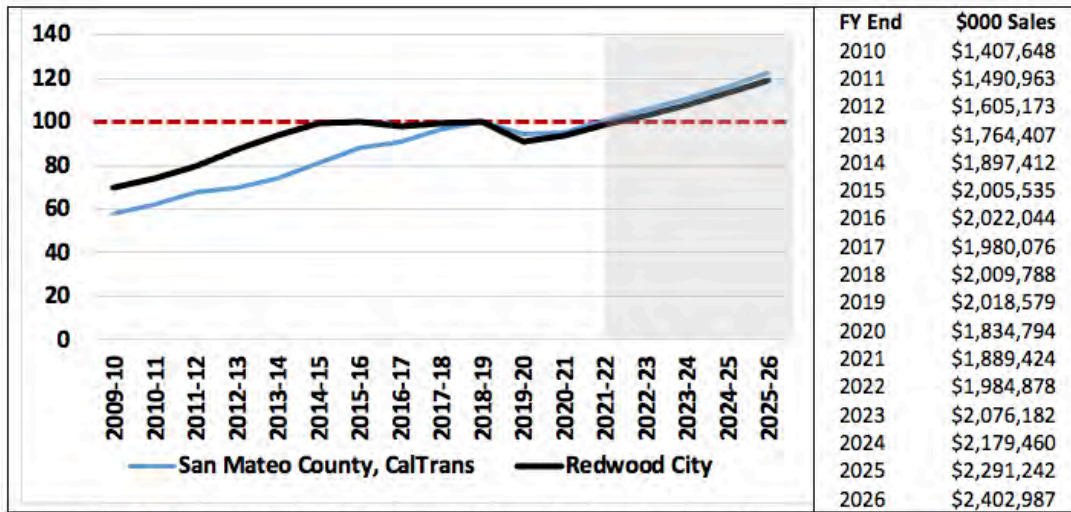
From the taxable sales forecasts, city finance can multiply these data by the expected sales tax rate to determine sales tax revenue forecasts as needed. The following figure shows this forecast for fiscal years 2020-21 to 2025-26 after actual data are shown. These data are shown in index form on the figure, and then shown in tabular form to provide a way to consider them next two recent actuals for San Mateo County starting both series at the end of the 2018-19 fiscal year, equal to 100. In terms of auto sales, we expect that auto sales will not grow at the same pace as before COVID-19 for the following reasons (Figure 54 reflects this difference with the rest of San Mateo County due to slower growth):

1. We expect the number of vehicles per household to not recover to COVID-19 levels until after 2025 due to shifting incomes and demand for vehicles overall based on more work from home;
2. We expect Redwood City will get older and less mobile as a population by household.

Property Tax Revenue

Forecasting property tax revenues is about forecasting change in assessed real property values; like the taxable sales forecasts above, we provide the growth of assessed value rather than a specific property tax value due to the actual rate changing. We assume any changes and special assessments that may come and go based on bond issues and other, local taxes voted in by local/state residents would use the same assessed values to determine property taxes. Growth of

Figure 54: Taxable Sales Actuals and Forecast, Redwood City, 2009-10 to 2025-2026 Fiscal Years Index Fiscal Year 2018-19 = 100 for Graph, Thousands of Current Dollars in Table



Sources: City of Redwood City, California Department of Tax and Fee Administration, CA Department of Finance, California Department of Transportation, Federal Reserve

new structures can drive assessed value also; forecasts and recent data suggest more commercial real estate is coming to Redwood City, with growth in new housing units over the forecast window remaining at a slow and steady pace. This forecast does not expect a housing or commercial construction boom until fiscal year 2025-26; given the COVID-19 recession has changed vacancy rates in commercial real estate for the worse, but housing demand for the better, there are mixed effects on values other than rising forecasts for median home prices.

Commercial Real Estate

There is an inventory in Redwood City of approximately 3.864 million feet of industrial space; there is approximately 7.239 million square feet of office and research and development (R&D) space as of Q4 2020 according to Cushman Wakefield. Class A office space has seen rising vacancy rates in 2020, where Class B and R&D have seen relatively small changes in vacancy in 2020 as a reflection of the COVID-19 recession and potential planning by current tenants on their use of space.

Over the next two years, there is an expectation of 4.3 million more square feet of office to come on market in San Mateo County due to new construction (only 45.5 percent is said to be pre-leased, increasing the assessment basis for commercial, if those completions take place on time). There are no industrial projects underway or expected as of January 2021 in San Mateo County. COVID-19 and its aftermath are likely to keep commercial real estate unstable over the next few years.

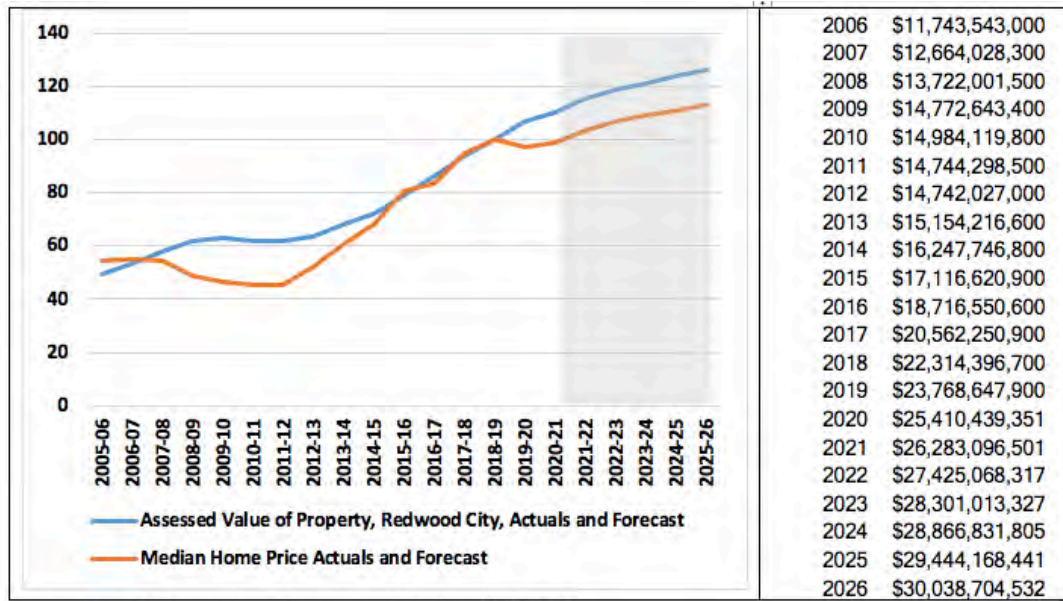
Residential Real Estate

We assume here, based on the slow movement in commercial space and reassessments, that property tax revenue changes are driven by residential sales prices changing and thus generating re-assessments of the current housing stock's value when a portion is sold. New housing units in Redwood City have been primarily multifamily units since 2010. For property tax assessment purposes, multifamily units do not change hands short of major transactions for entire apartment

complexes, so we need to look at the stock of single-family homes (including condominiums or single-family “attached” in the official data) to use sales dynamics to forecast change. Since 2002, assessed property values on an annual basis as reported by the City of Redwood City and median home prices in Redwood City annualized on a fiscal year basis are 93 percent correlated. As with other municipalities, home prices rising tend to drive local assessed values more than other property types.

There can also be assessment changes based on renovations and re-assessment through permitting processes. Due to the mix of an unknown renovation market and the number of owners that may improve their property without reporting it for re-assessment, variables such as construction employment are not necessarily informative beyond what would be captured naturally in the variables above. We assume the ascension of interest rates is slow and predictable through 2026 as to not distort market activity otherwise.

Figure 55: Assessed Value Forecast for Property Tax, Fiscal Years 2005-06 to 2025-26, Forecast Window 2020-21 to 2025-26, Current Dollars (Figure Shows Index Number, FY 2018-19 = 100)



Sources: City of Redwood City, Zillow Research, Cushman/Wakefield

Transient Occupancy Tax (TOT)

COVID-19 has hit the travel industry particularly hard based on social constraints on domestic and international travel at different times between March 2020 and January 2021, but also household reticence to travel more than one day’s car drive from home when people were willing and able to travel. Taxable sales levels also depend on visitors somewhat, but transient occupancy tax (TOT) levels really felt this shock once occupancy rates fell in March and April 2020. Visitors come in two categories: business and leisure. Forecasts for business visitors depend on the global reach of local businesses and how travel versus technology is utilized for meetings. We assume that the TOT rate itself is not a factor in the choice of where to stay, but is a factor in the choice to convert

to an overnight stay from a day trip. The Bay Area is a draw for worldwide visitors, but also for regional visitors. Leisure travel depends on these major factors:

- Regional tourism forecasts of visitors and of personal income;
- Occupancy rates of hotel rooms;
- The percentage of visitor days that become overnight stays; and
- The number of hotel rooms, both current and planned.

The US Travel Association (the lobby organization for hotels, conference centers, airports, etc.) has forecast a return to pre-COVID domestic travel by 2023 and international travel (so-called long-haul travel) by 2024. Because the flow of passengers through SFO is a critical way in which visitors come to San Mateo County and Redwood City, monitoring the comeback of passenger traffic through SFO may be a critical way to see the domestic and international market come back. As of December 2020, SFO traffic is approximately 70 percent lower than its 2019 levels for the same month.

The forecast below for TOT revenues, however, assumes Redwood City will get some return to “normal” levels due to intrastate travel once restrictions are lifted. This assumes that travel restrictions will be local and regional first, and then travel for international visitors will lift sequentially.

TOT revenues are based on revenue per available room or RevPAR, the product of occupancy rates and the average daily rate (ADR) for available rooms. The ADR price the average final price charged by the hotel per day for tis rooms. We assume the hotel room supply remains stable over the forecast period.

The forecasted growth from fiscal year 2018-19 to 2025-26 is approximately 13 percent. The effects of COVID-19 on overnight stay spending are assumed to linger in the marketplace until June 2024 not only due to slow recovery in the travel industry from the recession created by social measures to combat rising healthcare concerns, but also the effects on consumers’ willingness to stay overnight in a hotel given the perceived threat of becoming sick:

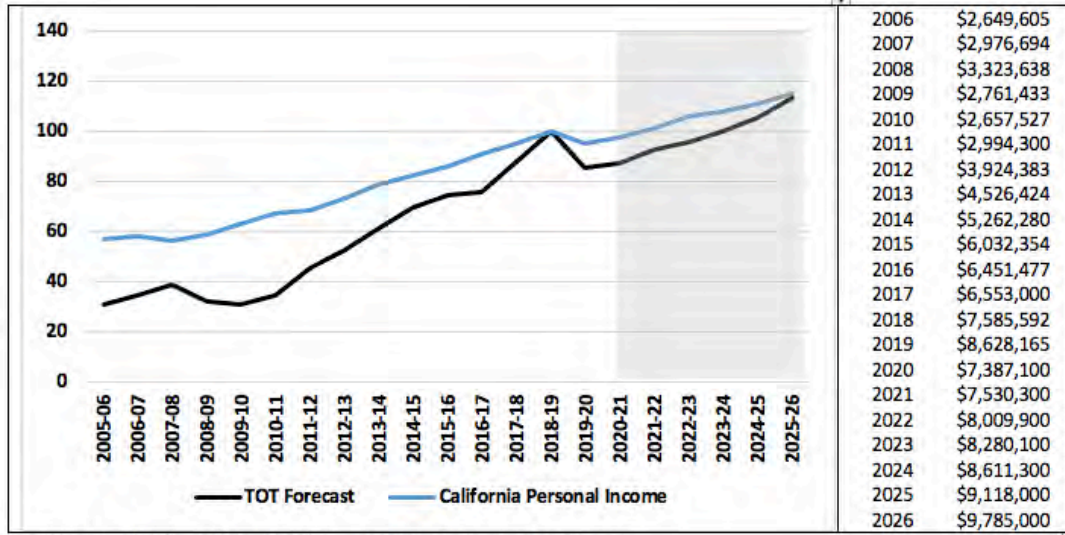
- Visitor growth is forecast to continue;
- There is not a second recession for the national or state economies, which suggests domestic demand for travel is unlikely to wane for further economic reasons between 2021 and 2026; and
- Average daily rates rise back to pre-COVID levels by 2024 along with occupancy rates.

Employment Forecasts

An employment forecast for any city or county in the United States is generally a function of its employment history and state or national forecasts. The broader county trends also drive the city outcomes. While COVID-19 in 2020 caused a large amount of labor-market volatility, by the end of 2020 we saw three major changes emerge:

- Lower-wage workers, especially those in leisure and hospitality businesses (hotels, restaurants, event centers) and personal services (hair and nail salons, fitness, etc.) are at more risk than higher wage workers in technology or scientific positions;
- Fiscal stimulus from the federal government has been focused on providing relief for jobs lost through transfer payments versus investment in jobs by purchasing goods and services, which

Figure 56: TOT Forecast, Current Dollars, Fiscal Years 2005-06 to 2025-26 (Forecast Window, 2020-21 to 2025-26), Data in Figure Index 2018-19 = 100



Sources: City of Redwood City, Smith Travel Research, Tourism Economics

can lead to some volatility in local labor force due to augmented unemployment benefits and direct payments at home subsidizing the choice not to actively seek employment; and

- Most forecasts, even with local, regional, state, and national labor-market recovery in late 2020 are not expecting complete restoration of jobs lost in terms of volume of workers until after 2023.

We assume continued strength San Mateo County’s job market once social restrictions are a thing of the past. Redwood City’s recovery may be tied more to Santa Clara County’s economy versus northern San Mateo County (which is more connected to San Francisco) in terms of economic cycles. Unfortunately, data for the city economy on jobs do not exist in a lot of detail other than industry sectors. The forecast elements for local employment, both residential (those that live in Redwood City and have a job) and industry (those that work in Redwood City regardless of where they live) are:

- Employment levels leading up to Jan 2020 as a benchmark for initial recovery;
- The percentage change per year in Redwood City versus San Mateo County and California overall as a way to gauge recent city growth that may outpace our undershoot other forecasts;
- Regional employment (forecasts for San Mateo County and California as context for city-level jobs growth to calendar year 2026; and
- Local specialties or legislation that may enhance or restrict hiring.

Redwood City is estimated to have approximately 46,700 working residents as of Dec 2020. Redwood City’s employers, between 2010 and 2020 using data from California EDD, hire approximately 15 to 36 percent more workers than there are residents of Redwood City. It is important to recognize that there are job possibilities all along the peninsula and also in the greater Bay Area for which Redwood City residents commute and also workers that are drawn for local employers from all over the region.

The forecasts here show both residential employment and the level of labor demand at Redwood City employers. We do not count the self-employed, which means these data are likely an underestimate.

Figure 57: Employment Actuals and Forecast, 2010-2026, Forecast Window 2021-2026, Compared to San Mateo County, Number of Workers, Calendar Years, Working Residents of Redwood City and Industry Employment



Sources: Census Bureau, California Employment Development Department, Bureau of Labor Statistics

Summary

The forecasts have conclusions for Redwood City:

- Taxable sales forecasts follow forecasts for county, state and national personal income forecasts, and see a return to pre-COVID levels by June 2023;
- The property tax forecasts show no significant slowdown in home prices or commercial real estate values between 2021 and 2026;
- TOT revenue forecasts are the slowest to return based on recent forecasts of domestic and international travel, not returning to pre-COVID levels until June 2024;
 - Much depends on continued threats of travel-related social constraints and also on household reticence to travel and stay overnight;
 - Taxable sales are likely augmented by day travelers, but less than would be augmented if more travelers stayed overnight in Redwood City;
- The employment forecasts follow recent trends and assume there will not be another recession between 2021 and 2026; and
- These forecasts depend critically on smooth paths of national and state personal income forecasts becoming the actual experience, along with interest-rate stability and the regional economy continues to recover from the recession that began in March 2020.

References

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BUDGET GUIDE

BUDGET GUIDE

BUDGET GUIDE

The Adopted Operating Budget document includes the **City Manager's Budget Message**, outlining major policy issues, economic forecast information, revenue and expenditure trends and changes to City programs. It also includes high level information about the Recommended Budget, including the City Council's budget priorities, Capital Improvement Program details and long-term liabilities that could impact the City's Operating Budget. The **Community Profile** section provides basic City information and data, including economic and demographic information.

The **Strategic Priorities and Goals** section provides a detailed description of the City's Strategic Priorities and FY 2021-22 Goals that align with the Council's Guiding Principles. The goals are listed by department, giving the community a solid understanding of how the Recommended Budget aligns with the City Council's Strategic Priorities and Goals. Following this section is a list of the **City's Accomplishments** for FY 2020-21, also organized by Guiding Principles to clearly reflect the City's focus to address the outcomes of the City's adopted Strategic Plan. The department's **Performance Measures** are also included in its own section.

The **General Budget Information** section provides a description of all Funds, an outline of financial policies, the budget calendar, and a basis of accounting. The **Budget at-a-Glance** provides a summary level view of the operating and capital budgets. The **Financial Summaries** section provides an analysis by Fund, consolidated expenditures and revenues, personnel allocations by Department, and a schedule of Inter-Fund transfers. The Budget Document also provides a **Ten-Year General Fund Forecast** offering a long-term look at the City's financial stability and payments for ongoing liabilities.

The **Operating Programs-Budget By Department** offers a look at each City Department's accomplishments in FY 2020-21, goals for FY 2021-22, performance measures, and any budget changes, as well as the department's budget by subprogram. This section is organized alphabetically, reflecting detailed budget information for each department. These department pages include a synopsis of services provided by each department, and major/multi-year projects. These goals tie to the adopted Strategic Plan and connect to the **Strategic Initiatives and Goals** section of the document.

The Budget Document also includes the **Capital Improvement Program** for FY 2021-22, including a budget summary, list of proposed projects, projects by Functional Area and a summary of major projects.

There is also a section covering the **City's Debt Administration, Fiduciary Funds, the Port, and a Glossary.**

BUDGET AT-A-GLANCE

BUDGET AT-A-GLANCE

BUDGET AT A GLANCE

The FY 2021-22 Adopted Budget for all funds totals \$315.7 million in revenues and \$323.4 million in expenditures. The General Fund revenue portion of the budget is \$160.7 million.

FY 2021-22 Adopted Budget (All Funds)

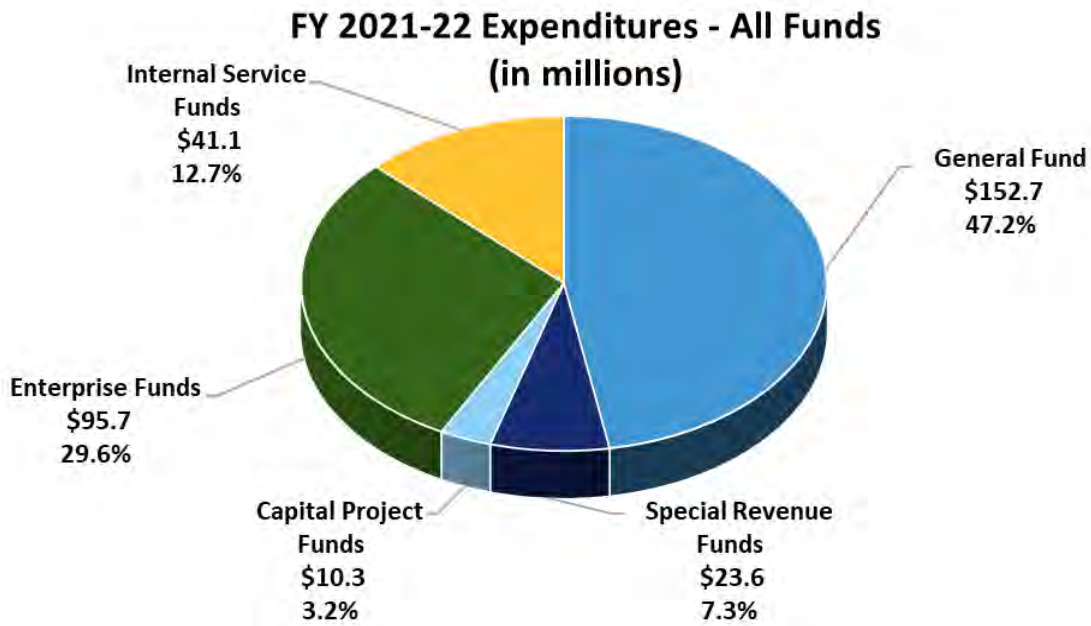
	FY 2021-22 Adopted Budget
Revenues	
General Fund	\$ 160,496,556 *
Special Revenue Funds	20,348,380
Capital Project Funds	1,407,982
Enterprise Funds	94,902,051
Internal Service Funds	38,621,974
Total Revenues	\$ 315,776,943
Expenditures	
General Fund	\$ 155,109,409
Special Revenue Funds	23,609,809
Capital Project Funds	10,295,635
Enterprise Funds	95,737,720
Internal Service Funds	41,316,015
Total Expenditures	\$ 326,068,588
Net Change in Fund Balance/Net Position	\$ (10,291,645)

Full-Time Equivalents (FTE) 551.4

*Includes \$8,963,038 of Utility Users' Tax revenue that is transferred to the Capital Projects Fund

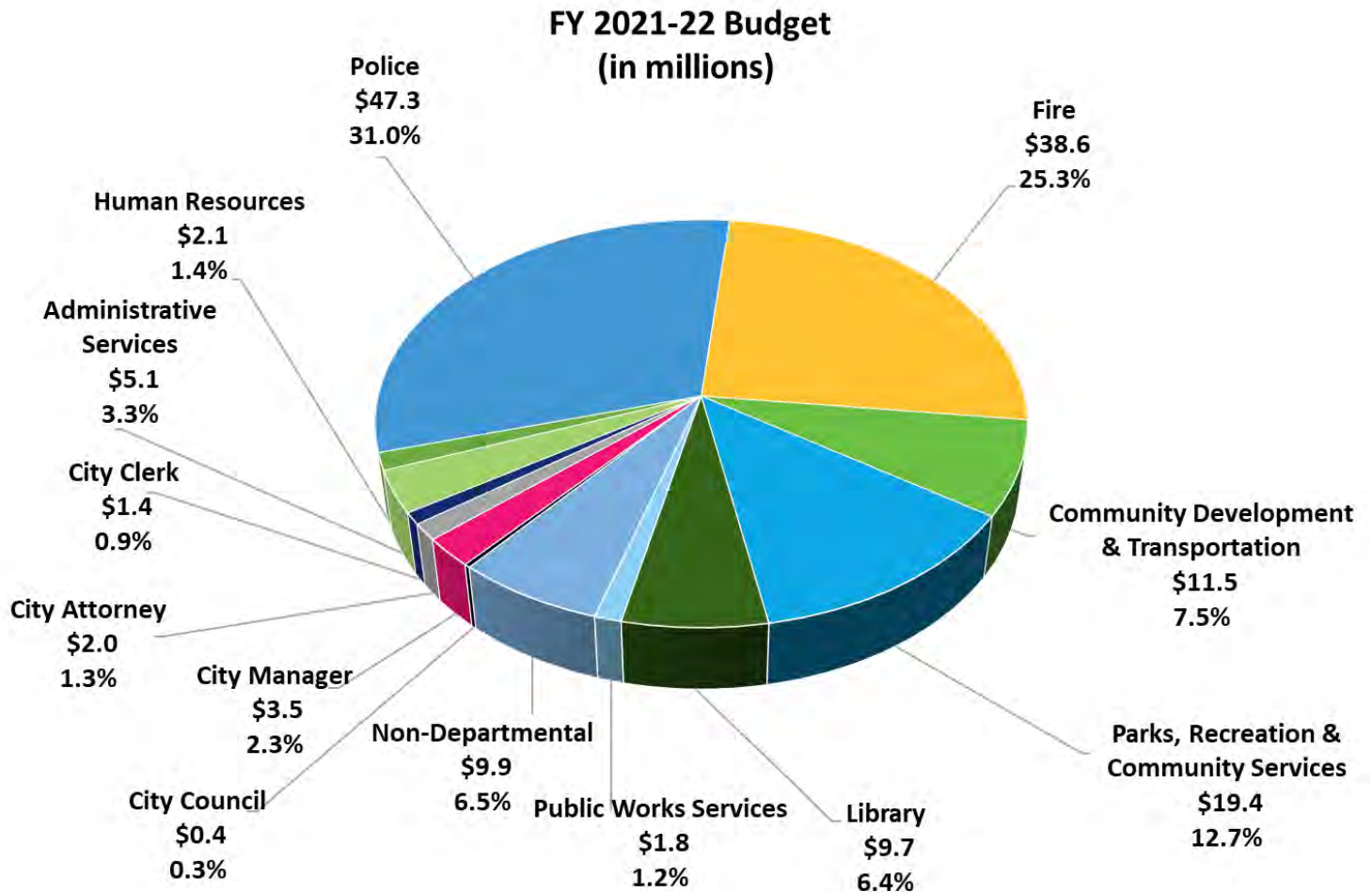
NOTE: Revenues and Expenditures are shown before transfers in/out

BUDGET AT-A-GLANCE



BUDGET AT-A-GLANCE

General Fund Budgeted Expenditures by Department



The adopted FY 2021-22 General Fund expenditure budget is \$152.7 million, which is \$10.0 million, or 7.0 percent more, than the FY 2020-21 adopted General Fund expenditure budget of \$142.7 million. Salaries, wages, and benefits are \$102.7 million, or 67.3 percent of the adopted General Fund expenditure budget. This is a decrease from 70.8 percent for FY 2020-21.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget, amounting to approximately \$67.8 million, or 66.0 percent of all salaries, wages, and benefits in the General Fund. This is a decrease from 66.8 percent for FY 2020-21.

BUDGET AT-A-GLANCE

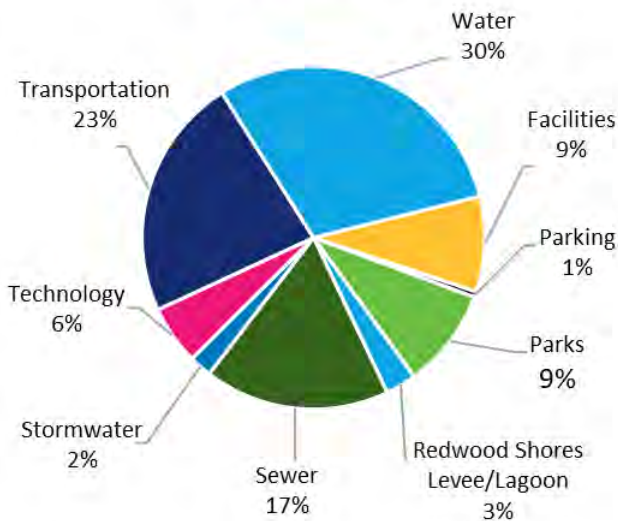
CAPITAL IMPROVEMENT PROGRAM

The adopted CIP budget for FY 2021-22 is \$31.3 million. This budget includes 47 projects with funding of \$28.3 million plus dedicated staffing resources equal to 28 full-time equivalent (FTE) positions at a cost of \$3.0 million.

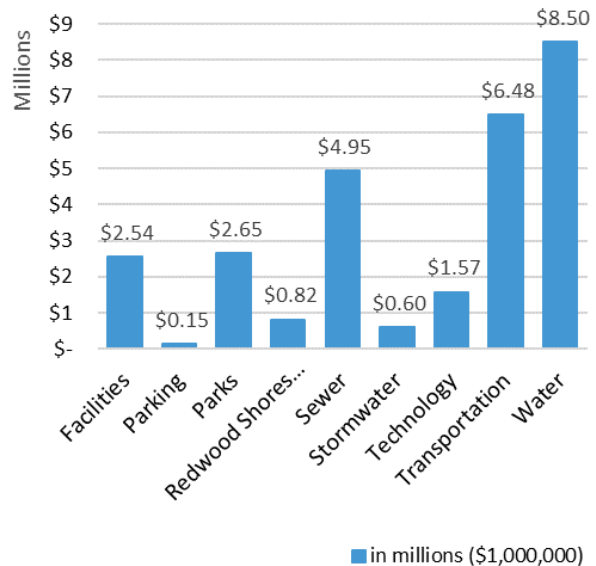
Funding for capital projects typically derives from many sources, with the Utility Users' Tax (UUT) the primary revenue source utilized for capital improvement projects. Most other funding sources are restricted to certain purposes and, in some cases, must be spent within a prescribed period. Dedicated revenue sources include park impact and park in-lieu fee funds; water capital projects and sewer capital project funds; transportation grants; traffic mitigation fees fund and Gas Tax revenues.

In order to promote a better understanding of the CIP program, proposed projects have been grouped into functional areas, not including administration. The figures below provide a breakdown of \$28.3 million in FY 2021-22 project funding by functional area.

CIP Funding by Functional Area



CIP Funding by Functional Area



BUDGET AT-A-GLANCE

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STRATEGIC PRIORITIES AND GOALS

STRATEGIC PRIORITIES AND GOALS



REDWOOD CITY GUIDING PRINCIPLES

In January 2020, the City Council adopted a Strategic Plan which established new vision and mission statements and nine Guiding Principles. To address the most pressing community and regional challenges, the City Council selected three Strategic Priorities: housing, transportation, and children and youth (in priority order). Goals for each of the Strategic Priorities focus staff activities. The Guiding Principles are: Aesthetics, Community and Community Building, Economic Vitality, Excellence in Government Operations, Healthy Community for All Ages, Housing, Public Safety, Sustainability, and Transportation.

On August 29, 2020, the City Council reaffirmed these Strategic Priorities and emphasized the importance of social equity and integrating diversity, equity and inclusion in the provision of all City services. On October 12, 2020, the City Council adopted equity as a Foundational Principle: *Redwood City will put equity first, urging a collective restart so that policies serve the entire community.*

EQUITY FOUNDATIONAL GUIDING PRINCIPLE

Redwood City will put equity first, urging a collective restart so that policies serve the entire community



GOALS

EQUITY IS A PRIORITY

Establish equity as an operational priority



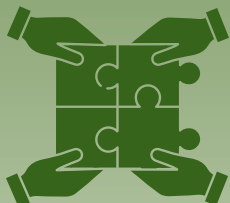
SUPPORT INCLUSION

Support inclusion, belonging, and equity-related professional development for staff



ENGAGE STAKEHOLDERS

Proactively engage, listen to, and adapt with community stakeholders



www.redwoodcity.org

EQUITY AND SOCIAL JUSTICE SUB-COMMITTEE

- Review City policies to stimulate equitable treatment of all residents
- Promote the values of equity and social justice in the community
- Receive progress reports on the development and implementation of the City's Equity Plan
- Submit policy recommendations to the City Council as may be appropriate

ADMINISTRATIVE SERVICES

- **COMMITMENT:** Design utility bill forgiveness program that prioritizes equity
This program is being developed in response to ongoing hardship created by the pandemic. There are currently \$2-3 million of bills in arrears.

CITY ATTORNEY

- **COMMITMENT:** Add an equity lens to legal advice
As the Attorney's Office provides legal advice to executives leading City policy and staff implementing programs, the Office will proactively incorporate equity as a dimension of its recommendations.

CITY CLERK

- **COMMITMENT:** Diversify board, commission, and committee recruiting to encourage representative participation from Redwood City community

Boards, commissions, and committees (BCC) are one of the ways community members directly participate in the City government. By adopting updated recruitment, onboarding, and training practices, BCCs can recruit and retain membership that reflects the diversity of our community.

CITY MANAGER'S OFFICE

- **COMMITMENT:** Develop Anti-Displacement Strategic Plan to advance affordable housing for all
In collaboration with the Partnership for the Bay's Future, the City Manager's Office is developing strategies to manage neighborhood change and support stable, rooted communities.

COMMUNITY, DEVELOPMENT AND TRANSPORTATION

- **COMMITMENT:** Center equity in Housing Element planning and engagement
Conducted every eight years as required by the State of California, the Housing Element Update process plans and zones for a required number of housing units to be created in Redwood City, while updating the Safety Element and creating a new Environmental Justice Element. CDT is creating a new and robust community engagement approach to updating these policies that prioritizes equity in every step.

Continued on other side





EQUITY FOUNDATIONAL GUIDING PRINCIPLE

Continued from other side

FIRE DEPARTMENT

- **COMMITMENT:** Update recruiting requirements
The Fire Department is rethinking its recruitment and hiring practices to expand opportunity. Informed by national best practices and community input, these changes will support more candidates from a broader range of backgrounds to succeed in the application process.

HUMAN RESOURCES

- **COMMITMENT:** Begin update of recruitment, hiring, and promotion practices
From updating manager training to encouraging equitable opportunity for advancement within the organization to adjusting recruitment practices that ensure a diverse pool of applicants, Human Resources is adapting its practices. HR continues to be committed to attracting, hiring, and supporting people that will serve our local community with care and excellence.

LIBRARY

- **COMMITMENT:** Pilot equity budgeting tool for library materials, programs, activities, and events
As a precursor to applying an equity budgeting tool across department budgets, the Library will test and refine an equity budgeting tool on its major expenses for the year.

PARKS, RECREATION AND COMMUNITY SERVICES

- **COMMITMENT:** Amplify the diverse voices of the next generation of leaders through the Teen and Youth Advisory Boards
The Youth and Teen Advisory Boards highlight youth priorities in policy conversations that affect our current and future generations. The Boards support intergenerational conversation, civic engagement, and community development through their work.

POLICE DEPARTMENT

- **COMMITMENT:** Conduct collaborative evaluation of Community Wellness and Crisis Response Team pilot
In response to calls for new approaches to engaging individuals in a mental health crisis, the Redwood City Police Department initiated a pilot with County Health's Behavioral Health and Recovery Services and three other cities. Redwood City's evaluation of the program will engage the Stanford Gardner Center, the Police Advisory Committee, and key stakeholders to determine how best to continue evolving City safety services.

PUBLIC WORKS SERVICES

- **COMMITMENT:** Update 50/50 sidewalk repair to account for the different needs and resources of community members
Public Works is conducting community engagement and researching best practices to update sidewalk report efforts so that all residents can enjoy safe, walkable neighborhoods.



HOUSING AND HOMELESSNESS INITIATIVES

Meet our unique community housing needs for people at all income levels.



GOALS

PRESERVE...
existing affordable housing



PROTECT...
housing options for low and middle income residents



PRODUCE...
housing to meet Regional Housing Needs Assessment (RHNA) goals for moderate, low and very low income residents



PARTNER...
on housing opportunities for unique populations



www.redwoodcity.org

Bold = Mandated programs

Bold Italic = Staff and resource intensive projects

PRESERVATION

- **Develop an Anti-displacement Strategic Plan that will include strategies to preserve unsubsidized affordable housing and mobile home parks**
- Oversee the Community Development Block Grant (CDBG) minor home repair and accessibility modification programs for low income homeowners and renters
- **Monitor the City's below market rate (BMR) housing portfolio**
- ***Administer the HOME Investment Partnerships (HOME) program which provides funds for affordable housing preservation and production***

PROTECTION

- **Develop an Anti-displacement Strategic Plan that will include an evaluation and enhancements to the City's existing tenant protection ordinances as well as protections for mobile home residents**
- **Continue to oversee and manage the City's COVID-19 Emergency Rental Assistance Program**
- **Promote the Californai COVID-19 Rent Relief Program and provide application assistance to tenants and landlords to maximize access to COVID-19 rent assistance funds.**

- Conduct outreach on new State tenant protections (e.g. AB 1482 and eviction moratorium)

PRODUCTION

- **Negotiate and complete affordability restrictions and funding agreements for over 600 affordable housing units that are either under construction or approved.**

Project Name	Units
South Main Mixed Use	147
353 Main	
Broadway Plaza	125
Arroyo Green	119
Hallmark	117
Highwater	72
Habitat	35
	20



707 BRADFORD

- **Implement the Affordable Housing Ordinance - over 500 proposed affordable housing units (e.g. Sequoia Station, Gatekeeper projects, 1125 Arguello, Harbor View, etc.)**

Continued on other side





HOUSING AND HOMELESSNESS INITIATIVES

Continued from other side

- **Amend the Affordable Housing Ordinance to establish a local live/work preference**
- **Administer the HOME program which provides funds for affordable housing preservation and production**
- **Update the Housing Element for 2023-2031, the process will include an evaluation of a variety of housing options, robust communit engagement, and an equity analysis**
- Implement the sale and relocation process for 1306 Main, a 23-unit, City-owned affordable housing property
- Continue to implement the Bright in Your Own Backyard Pilot Program which provides free project management services for homeowners seeking to build Accessory Dwelling Units (ADUs)
- Provide free, pre-approved ADU plans in collaboration with Housing Endowment & Regional Trust (HEART) of San Mateo County
- Implement the updated the ADU Ordinance, that aligns with new state laws

PARTNER

- **Coordinate citywide, inter-departmental efforts towards ending homelessness including:**
 - Continue to oversee Downtown Streets Team Program as a pathway to employment and housing
 - Continue to implement the Temporary RV Safe Parking Program and identify permanent housing solutions for program participants
 - Develop and implement a rapid rehousing program for the RV Safe Parking participants with the Permanent Local Housing Allocation (PLHA) funding
 - Implement strategies to address homeless encampments - public health and safety issues, as well as options towards permanent housing for individuals living in homeless encampments
- Provide operating support to in-home child care providers impacted by COVID-19 in collaboration with the Child Care Coordinating Council (4Cs) of San Mateo County (CDBG funded)

FOUNDATIONAL

- Publish a quarterly housing e-newsletter
- Continue to provide up-to-date information on the City's housing webpages
- Administer the CDBG, HOME and Human Services Financial Assistance (HSFA) grant programs
- Comply with CDBG/HOME annual reporting requirements
- Update the CDBG/HOME policies and procedures
- Update the City's affordable housing policies and procedures
- Actively participate in housing legislation advocacy
- Implement the Short-Term Rental Ordinance
- Represent the City on regional housing initiatives



TRANSPORTATION INITIATIVES

Create and maintain a multimodal, safe and accessible transportation network.

Bold Italic = Staff and resource intensive projects



GOALS

BICYCLE/PEDESTRIAN SAFETY AND VISION ZERO

Create an action plan to implement Vision Zero strategies (zero fatalities or serious injuries involving road traffic)



SUSTAINABILITY-ZERO EMISSION TRIPS

Create policies and infrastructure to support zero emission trips



REGIONAL MOBILITY

Ensure Redwood City is considered in all strategic regional transportation initiatives



GOALS

- ***Bicycle/Pedestrian Safety and Vision Zero - Create an action plan to implement Vision Zero strategies (zero fatalities or serious injuries involving road traffic)***
 - o Complete the City's Bike/ Pedestrian Master Plan
 - o Implement grant funded traffic enforcement, targeting Driving under the influence (DUI) offenses, speeding, distracted driving, etc.
 - o Participate in the Countywide Saturation Traffic Enforcement Program, teaming with allied law enforcement agencies to target aggressive driving behaviors in Redwood City and the surrounding areas
 - o Transition Safe Routes to School Program from Redwood City Together to the City and continue implementation
 - o Construct permanent Hopkins Avenue Traffic Safety Project and Pavement Overlay
 - o Complete construction of Americans with Disabilities Act (ADA) Curb Ramp Project
 - o Build Vera Avenue Bike Boulevard and Roosevelt Avenue Traffic Calming pilot projects
 - o Initiate detailed design work for safety improvements on El Camino Real



- o Collaborate with Caltrans to increase safety on state highways (El Camino Real and Woodside Road) as part of planned projects



POP-UP CYCLETRACK ON EL CAMINO

SUSTAINABILITY

- Zero Emission Trips - Create policies and infrastructure to support zero emission trips
 - o ***Advance Transit District Plan, including environmental studies***
 - o Update Pavement Management Plan for next 5 years
 - o Update parking requirements in Zoning Code
 - o Implement Micromobility Ordinance
 - o Develop the Citywide Transportation Management Association
 - o Update Transportation Impact Fee Program to reflect transition from level of service (LOS) to vehicle miles traveled (VMT) and expand VMT-reducing projects

Continued on other side



CITY COUNCIL STRATEGIC PRIORITIES 2021-22

TRANSPORTATION INITIATIVES

Continued from other side

REGIONAL MOBILITY

- Ensure Redwood City is considered in all strategic regional transportation initiatives
 - o Advocate for additional funding for City priorities in federal infrastructure bills
 - o **Identify funding for the US 101/84 Interchange Improvement Project**
 - o **Collaborate with Caltrain, SamTrans, City/County Association of Governments (C/CAG), and the San Mateo County Transportation Authority (SMCTA) to advance development of the Rail Grade Separation and Transit Center Project**
 - o Complete Business Plan for Redwood City Ferry (Port of Redwood City)
 - o City Council and staff participation on state and regional boards and committees:
 - California Walk & Bike Technical Advisory Committee
 - Caltrain City/County Staff Coordinating Group
 - Caltrain Local Policy Makers Group

- C/CAG, including Congestion Management & Environmental Quality, Resource Management-Climate Protection, and Airport-Land Use Committee
- Commute.org
- Managers Mobility Partnership
- Safe Routes to School Task Force
- SFO Airport/Community Roundtable



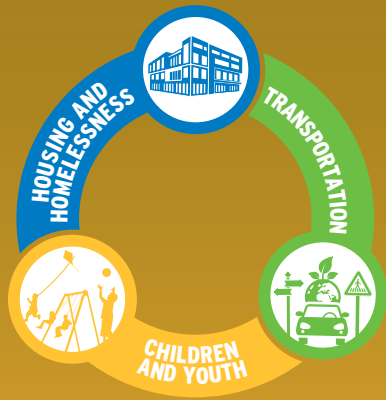
BROADWAY AND BREWSTER



CHILDREN AND YOUTH INITIATIVES

Create opportunities for children and youth to grow, learn and play in safe and healthy environments.

Bold Italic = Staff and resource intensive projects



GOALS

PRODUCTION...

Increase the number and affordability of child care spaces



AMENITIES & PROGRAMS

Increase opportunities for family entertainment, family-friendly businesses and youth activities



YOUTH ENGAGEMENT...

Increase opportunities for youth to provide meaningful input



PRODUCTION

- Transition in-person school day learning hubs to in-person after school programs on the five school sites that are operated by the Parks, Recreation and Community Services Department
- Provide child care locator web page on City's website (Redwood City/North Fair Oaks area)
- Support new preschool at L'Academy (2336 El Camino) - license for 72 children (open in early 2021)
- Support pre-school expansion at Redwood Church (from 68 to 82 spaces)
- Support new 70 children capacity preschool at the Arroyo Green (Bradford Street) Mid-Pen Housing Project
- Host specialized in-person youth camps and enrichment classes and online programs for up to 400 children
- Host in-person summer youth camps, as well as in-person enrichment classes and online programs for up to 1,000 children



AMENITIES & PROGRAMS

- **Completed Magical Bridge Playground at Red Morton Park with installation of new shade structures to be installed prior to summer 2021**
- **Initiate construction of Pirate Ship Imagination Space at Redwood Shores Library**



MAGICAL BRIDGE PLAYGROUND

- *Deliver daily online storytimes, including regular bilingual events and hybrid programs with online and kit pickup components*

- *Provide an equitable hybrid indoor/outdoor/online programming model for children and youth, with particular attention to pandemic recovery issues like learning loss, mental health, and food insecurity*
- *Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter, including sea level rise*

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CITY COUNCIL STRATEGIC PRIORITIES 2021-22

CHILDREN AND YOUTH INITIATIVES

Continued from other side

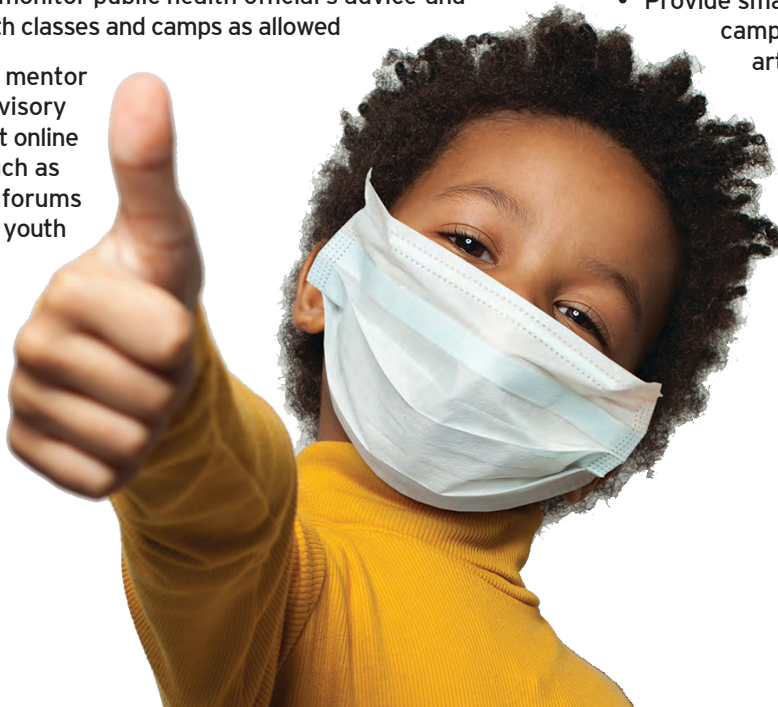
- **Construct a new makerspace lab at the Downtown Library to provide more opportunities for bilingual Science, Technology, Engineering, Arts, and Math activities for all ages**
- Partner with Redwood City School District and Belmont-Redwood Shores School District to issue library cards to every student
- Produce and support specialized youth events, such as “Trunk or Treat”, “Virtual Campout”, and virtual holiday events, for up to 300 children and families
- Provide a robust virtual library Summer Learning Challenge program to keep thousands of youth reading over the summer
- Support over 200 trained volunteer teen tutors in providing one-on-one tutoring to younger children through Project READ’s youth literacy programs

YOUTH ENGAGEMENT

- Host a Citywide National Night Out event (this may move to a virtual platform)
- Support youth sports organizations to host in-person player trainings following Public Health mandates for up to 4,000 children on City fields
- Continue to monitor public health official's advice and manage youth classes and camps as allowed
- Support and mentor the Teen Advisory Board to host online programs such as "Teen Talk" forums for up to 100 youth



- Junior Fire Academy, Police Activities League, and Police Explorers
- Provide smaller child care focused camps; virtual camps, “camp in a box” program, and virtual art initiatives.
- Support Youth Advisory Board working on “Volun-teen Program” to engage young people to assist departments and community programs
- Support Youth and Teen Advisory Boards (presentation to PRCS Commission and to Council)



STRATEGIC PRIORITIES AND GOALS



AESTHETICS

Support a safe and clean and attractive environment.

Goals for Fiscal Year 2021-22

- Complete 1,750 sidewalk repairs by June 2022. Through community engagement, collaboration, and internal consideration, reimagine the current sidewalk repair program with an equity lens to ensure that the program is accessible to all.
- Convert an additional 400 street lights to LED lights by June 2022
- Evaluate and perform maintenance, such as tree trimming or removal, on the population of City-owned trees (ongoing)

STRATEGIC PRIORITIES AND GOALS



COMMUNITY BUILDING AND COMMUNICATION

Working together, we build a community that is welcoming, vibrant and actively engaged in the life of our City.

Goals for Fiscal Year 2021-22

- Support programs and initiatives in support of the City's COVID-19 Response Strategy – Respond, Restore and Reimagine
- Develop a Citywide Equity Plan that incorporates policy priorities and new, specific commitments to equity in each department
- Design and implement by December 2021 a new utility bill forgiveness and payment program to address community hardships arising from the COVID-19 crisis
- Strengthen relationships throughout the community by engaging intentionally with existing partners and by building new connections that allow the City to better hear community members in areas that have been historically and currently marginalized
- Analyze solutions to support hybrid City Council meetings and evaluate in-person and virtual engagement opportunities by October 2022
- Develop and implement communication and participation products and processes to support greater community engagement in the budget process, beginning with the preparation of the FY2022-23 Budget
- Continue to conduct virtual building inspections, electronic submittals and plan review, and implement a new permitting system that will enable online permitting to improve reporting capabilities and customer service by September 2021
- To support the City's efforts towards diversity, equity and inclusion, research new ways to solicit broader public interest in serving on a Board, Commission or Committee by February 2022
- Explore automated solution for managing and archiving public comment on City Council agenda items by December 2021
- Complete the last year of the 2.5 years of scheduled construction of the City's California Water Tank, Pump Station and Transmission Main Project to increase the level of water supply safety for all water customers in the Emerald Hill water service area by providing a much more reliable water storage capacity for daily use and emergency responses by December 2022
- Adopt and implement the Central Redwood City Plan (ongoing)

STRATEGIC PRIORITIES AND GOALS



COMMUNITY FOR ALL AGES

Celebrate the unique contributions that youth, seniors and residents of all ages and abilities bring to our community and provide abundant opportunities for lifelong learning, healthy development, physical activity and social connection.

Goals for Fiscal Year 2021-22

- Continue to support vulnerable community members impacted by COVID-19 at the Fair Oaks Community Center; redesign client/customer services to incorporate lessons from the pandemic for making services more broadly accessible
- Continue to deliver and expand online programs and activities for all ages, especially children and youth. Develop a strategy for an equitable hybrid indoor/outdoor/online programming model, with particular attention to pandemic recovery issues like learning loss, mental health, and food insecurity
- Continue to provide senior outreach efforts to homebound seniors, developing new senior programs for Redwood Shores residents, and continue with the transitional programs and services to in-person settings as public health guidelines allow
- Implement plan for hosting virtual recreation programs and activities focused on youth and families and transition to in-person programming as public health guidelines allow
- Secure bond financing, hire a construction firm, and begin Phase I of the Veterans Memorial Building/Senior Center-YMCA Project in Summer 2021
- Present the updated Park Impact Fee Nexus study and recommendations to City Council for consideration in Fall 2021
- Complete the renovation of the Fair Oaks Community Center kitchen serving the Redwood City Child Development Program, the Fair Oaks Older Adult Activity Center, and the community at large by October 2021
- Initiate Phase II of the Downtown Parks Plan by launching public engagement efforts and finalize plans for the Library Lot A Conversion to Park Project by January 2022
- Complete fundraising and construction of Downtown Library makerspace/coworking space for all ages by December 2021
- Complete the Redwood Shores pirate ship imaginative art area installation by December 2021
- Once public health guidelines allow, complete the Library Takeover program series, and, sustain and expand the community relationships with vulnerable populations that were developed through these programs

STRATEGIC PRIORITIES AND GOALS

- Continue to implement the RCPL CARES racial equity work plan to enhance policy and budget development, staff training, public programming, human resources practices, and marketing strategies by approaching all of these activities through the lens of racial equity
- Initiate the Garrett Park renovation project by hiring a consulting firm to launch the public engagement process for design input in Fall 2021
- Develop the Citywide Park System Master Plan by FY 2023-24
- Develop the Stulsaft Park Site Master Plan by FY 2023-24
- Collaborate with developers to create 450 quality childcare spaces in the community over the next five years
- Develop recommendation for new 1% for Public Art Ordinance for residential development projects for at least 30 units or more (with no fee requirements for affordable housing units) in FY 22-23
- Support the Arts Commission's recommendation to support a feasibility study for a new Center for Creativity (Art Center)
- Research additional funding options for Athletic Field Light LED conversion by FY2022-23
- Explore the need, feasibility, and cost to expand the Downtown Library facility (ongoing)
- Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter (ongoing)

STRATEGIC PRIORITIES AND GOALS



ECONOMIC DEVELOPMENT

Develop and sustain a thriving local business environment that contributes to the community's economic well-being and quality of life.

Goals for Fiscal Year 2021-22

- Implement the City's Economic Resiliency Plan, Shop Local Campaign and Small Business Empowerment Program, and explore establishing a permanent parklet program in the City's downtown by December 2021
- Collaborate with other City departments to create a business friendly Outdoor Dining Program to encourage economic growth for downtown restaurants by August 2021
- Facilitate development of an electronic sign on Highway 101 on a site approved by Caltrans, including sign ordinance revisions as needed
- Oversee and monitor the City's delivery cannabis business to ensure businesses comply with City ordinances and City Manager's regulations
- Implement a retail cannabis business program and regulations
- Begin processing entitlements in Summer 2021 for initiated Gatekeeper projects and begin conducting environmental review for these projects

STRATEGIC PRIORITIES AND GOALS



EXCELLENCE IN GOVERNMENT OPERATIONS

Manage the operations of the City as an engaged, collaborative and responsive team of professionals to provide effective, accountable and fiscally sustainable government services that achieve a high level of customer satisfaction.

Goals for Fiscal Year 2021-22

- Implement quarterly financial statements, including budget vs. actual reports, as an informational item to the City Council, by December 2021
- Implement Oracle Cloud Enterprise Resource Planning system (Financial Management by July 2021 and Human Capital Management by January 2022)
- Explore additional revenue opportunities and cost savings needed to balance the budget over the 10-year forecast period and provide recommendations to the Finance/Audit Sub-Committee by January 2022
- Lead City Council redistricting efforts with the Census 2020 data, including significant community outreach by December 2021
- Implement an electronic system for campaign disclosure and statement of economic interest filings by August 2021
- Support the Governance Sub-Committee in exploring potential charter amendments for the November 2022 election
- In conjunction with IT staff, upgrade the OnBase agenda management system for all users by February 2022
- Commence the labor negotiations process for fiscally responsible labor agreements with all six of the City's bargaining groups for contracts expiring in 2021 and 2022 (COA, IAFF, POA, PSA, RCMEA, SEIU), while continuing to provide salaries and benefits that attract and retain a well-qualified workforce by June 2022
- Partner with the City Manager's Office to develop a comprehensive Diversity, Equity, and Inclusion (DEI) Citywide training program by December 2021
- Enhance advertising and diversity outreach for recruitments and ensure hiring and selection rules support the City's DEI efforts
- Explore the use of a 24/7 Injury Hotline nurse triage for non-emergency reporting of new injuries where an injured worker has yet to seek care and is deciding if care is needed or not by June 30, 2022. The use of a nurse triage program will reduce the workers' compensation claims costs and the number of claims incidents
- Work with the Safety bargaining group leadership on Industrial Disability Retirement Committees and develop alternative solutions to reduce the City's retiree health liability by September 2021
- Evaluate the City's current Leave Donation Program for improvement by March 2022

STRATEGIC PRIORITIES AND GOALS

- Implement NeoGov software for recruitment, onboarding, training, performance management and electronic forms by June 2022
- Evaluate, select, and implement a new pre-employment background check service provider that electronically interfaces with NeoGov software by June 2022
- Draft new templates for employee performance evaluations by June 2022
- Complete Building Inspection and Code Enforcement Division organizational review and initiate the implementation of the review's recommendations by December 2022
- Implement a Financial Management and Human Capital System that will include Financial, Utility Billing, Business License, and Human Resources Information Systems by January 2022
- Begin collection of sewer service charges for one dwelling unit parcels through the County of San Mateo tax rolls by July 2021
- Support inclusion, belonging and equity-related professional development for staff (ongoing)
- Oversee and coordinate Governance and Legislative Advocacy (ongoing)
- Continue to support the Talent Acquisition Program that strives to develop creative and innovative ways to attract, develop, and retain a highly-qualified workforce (ongoing)
- Update the City's Personnel Rules and Regulations and coordinate existing provisions in the various bargaining units' memorandum of understanding to adhere to the updated Rules and Regulations (ongoing)
- Conduct mandatory Harassment and Discrimination Prevention Training, for regular, casual, and contract employees who are due for retraining (ongoing)

STRATEGIC PRIORITIES AND GOALS



HOUSING

Foster a range of housing options affordable to all income levels through policies, programs, partnerships, and projects that support the creation and preservation of affordable housing for Redwood City's residents.

Goals for Fiscal Year 2021-22

- Develop and adopt an Anti-Displacement Strategic Plan that includes strategies to preserve unsubsidized affordable housing and mobile home units and enhancements to the City's existing tenant protection ordinances by end of 2021
- Task the Housing and Homelessness Innovation Team (which includes staff in Fire, Police and Public Works Services) with examining current calls for service and community needs related to unsheltered community members, and exploring new models for homeless outreach and support through June 2022
- Coordinate with other communities and the County of San Mateo on addressing community impacts of encampments on public (non-City) and private property through June 2022
- Continue to support affordable housing production through implementation of the Affordable Housing Ordinance and allocation of City housing funds through June 2022
- Determine a preferred land use strategy and initiate environmental review for the Housing Element in late 2021
- Continue to support the production of 100% affordable housing for unique population projects in Redwood City (ongoing)

STRATEGIC PRIORITIES AND GOALS



PUBLIC SAFETY

Protect and promote community well-being and safety, using a broad and proactive approach to achieve a high quality of life for Redwood City's residents, businesses and visitors.

Goals for Fiscal Year 2021-22

- Collaborate with the County and other health care organizations to maximize the delivery of COVID-19 vaccines throughout the fiscal year
- Focus on diversity, equity and inclusion within hiring and promotional practices
- Establish a Fire Explorer Program to improve recruitment efforts for the future of our Community
- Implement the Zonehaven platform, a system that allows us to conduct actual evacuations as well as community evacuation planning and notification for all hazards
- Update the Hazard Mitigation Plan to support the City's efforts on climate adaptation.
- Continue to provide Emergency Operations Center (EOC) training to City staff compliant with Cal OES Type III Credentialing Program
- Hire a consultant to perform a Standards of Cover Study and Community Hazard Risk Assessment to assist the Department in ensuring a safe and effective response force. The study will also include response assessments to the unhoused as well as mental illness calls
- Assess Emergency Preparedness, Public Education Events and Community Emergency Response Team (CERT) Training
- Make progress on various Capital Improvement Program projects including replacing the generator at Fire Station 9 and replacing Fire Station 12 (ongoing)
- Deploy Body Worn Cameras to 100% of Field Personnel and continue significant public outreach on the program by the end June 2022
- Implement the Community Wellness and Crisis Response Team (CWCRT) Pilot Program in collaboration with San Mateo County Behavioral Health and Recovery Services to allow Mental Health Clinicians to respond in tandem with officers on calls for service involving people in mental health crises by July 2021 or as soon as qualified personnel are hired. Once implemented, continue program evolution to reduce the future need for a police presence on similar calls for service
- Complete a study on the feasibility of implementing a comprehensive employee mental health and physical wellness program for all members of the Police Department by June 2022
- Reorganize the Police Department structure to create a Community Response Unit dedicated to providing enhanced services in the Downtown area for the purpose of ensuring public safety on a regular basis in the growing high-density residential area of the City, mass transit locations, and public gathering areas during the increased number of special events occurring at Courthouse Square and the surrounding area by June 2022

STRATEGIC PRIORITIES AND GOALS

- At the direction of the City Council and in collaboration with the City Manager, support and engage with the newly formed Police Advisory Committee (ongoing)
- Enhance transparency with data collection, reporting and analysis, and adhere to all applicable reporting laws, including the Racial and Identity Profiling Act (RIPA) (ongoing)

STRATEGIC PRIORITIES AND GOALS



SUSTAINABILITY

Proactively address environmental concerns to protect our community.

Goals for Fiscal Year 2021-22

- Update our currently outdated construction and demolition recycling program to align with current state regulations by September 2021
- Identify pipeline material downstream of the water meter for 21,000 customer side private water service lines by January 15, 2024 in compliance with the Federal Lead and Copper Rule Revision
- Replace, update or enhance all scheduled heating, ventilation, and air conditioning (HVAC) systems throughout City facilities by June 2022
- The inter-departmental Climate Adaptation Team meets quarterly and anticipates meeting this upcoming summer to discuss implementation of incentive programs and strategies laid out in the Climate Action Plan, with an update to the City Council planned for this coming fall
- Extend recycled water distribution pipelines to serve landscape irrigation demands at parks, streetscapes and medians, and for various approved indoor uses in both new buildings and existing buildings into the Downtown area by December 2022
- Implement electrification within the City's fleet by replacing aging hybrid and gasoline vehicles with 100% electric Vehicles (EV) where possible (ongoing)
- Replace or retrofit existing water meters with Smart/Automated Meter Infrastructure (AMI) water meters, as feasible (ongoing)
- Complete groundwater remediation efforts at the Sequoia Station Shopping Center (ongoing)
- Work locally and with regional partners to identify water supplies to supplement dry year demand through development of recycled water, groundwater, and other potential sources of new water supply (ongoing)
- Construct the Bayfront Canal & Atherton Channel Flood Management Project in collaboration with neighboring jurisdictions (ongoing)
- Continue improvements to the levees and lagoon in Redwood Shores (ongoing)

STRATEGIC PRIORITIES AND GOALS



TRANSPORTATION

Develop and support effective transportation infrastructure: systems and programs that enable safe and efficient travel to, from and within the community.

Goals for Fiscal Year 2021-22

- Present the Transit District Plan and associated environmental review to the City Council by December 2022
- In collaboration with impacted departments, Community Development & Transportation staff will develop a Vision Zero Action Plan to present to the City Council by September 2022
- Continue development of the 101/84 (Woodside Rd.) Interchange Improvement Project (ongoing)

STRATEGIC PRIORITIES AND GOALS

Port of Redwood City

In light of the worldwide impacts associated with COVID-19, the Port has been active behind the scenes planning for a post-pandemic future. While we have continued to see cargo operations fueling our region's essential construction activities, our local waterfront has lost many of its visitors. Children laughing, rowing coaches' cadences, and people enjoying the water have all diminished for the time being, and the quiet of the waterfront is broken occasionally by the sounds of ships and industry, interlaced with the sounds of flocking geese along our shorelines. The Port, however, has been diligently working to welcome our residents back to the shores by preparing for when our community can safely return to recreational uses. We have added an "ocean to table" commercial fisherman who sells to the public at the marina wharf.

As the pandemic lessens its hold on outdoor recreation, the Port's recreational partners and tenants are slowly re-opening to the public, with sailing, paddle boarding, kayaking, races and regattas returning to the Port this summer or later in the year if public health metrics continue to improve.

The Port's overarching Goals for FY 2021-22 include:

- Issue request for information/request for proposals to activate and redevelop our marina waterfront with more destination type uses and increase Port revenue.
- Rebuild the public fishing pier with a total cost of approximately \$2.1M.
- Perform berth dredging for cargo vessels with a total cost of approximately \$2M.
- Construct new Interagency Operations Center with total project cost of approximately \$1M.
- Advance engineering/construction for new RWCPD/FD jet dock with total project cost of approximately \$2.5M.
- Sponsor U.S. Army Corps of Engineers channel maintenance dredging project of \$8.46M appropriated in federal funding.
- Continue public waterfront activation events in partnership with the City of Redwood City and launch new community event permitting, tours, gathering spaces, and programs on Port waterfront.
- Maintain and grow existing cargo tonnage as part of post-pandemic economic recovery.
- Host annual public safety emergency drill and exercise with the City of Redwood City and other regional first responder agencies.

STRATEGIC PRIORITIES AND GOALS

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CITYWIDE ACCOMPLISHMENTS

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

CITYWIDE GUIDING PRINCIPLES



CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



AESTHETICS

Support a safe and clean and attractive environment.

Accomplishments for Fiscal Year 2020-21

- Completed Phase 1 of the Middlefield Road Project by building a joint trench for the relocation of overhead utilities in 2020 and substantially completed Phase 2 of the project, including streetscape improvements such as sidewalk replacement, accessible curb ramps, crosswalks, protected bicycle lanes, street lights, and street trees by the end of 2021
- Completed improvements for Redwood City Safe Routes to School Project
- Supported the Sidewalk Repair and Replacement program by accomplishing goal of 1,450 repairs
- Converted an additional 400 street lights to LED lights
- Completed the Redwood Creek Restoration Project (south of Main Street Bridge) by partnering with Grassroots Ecology, removing invasive species of plants and planting native trees and vegetation to support creek health
- Completed a Planting Plan for Blomquist Extension streetscape to support long-term water efficiency and native landscape aesthetics
- Provided landscape review services for five major development projects that support City standards and improves water and maintenance efficiencies

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



COMMUNITY BUILDING AND COMMUNICATION

Working together, we build a community that is welcoming, vibrant and actively engaged in the life of our City.

Accomplishments for Fiscal Year 2020-21

- Implemented OpenGov online budgeting platform for City departments in developing the recommended budget, improving coordination of this annual process and the public-facing OpenGov transparency platform, which provides budget and actual data from FY 2017-18 to the present
- Ramped up City communications during the COVID-19 pandemic and adopted a Strategic Communications Plan
- Increased community understanding of current City operations as a foundation for reimagining City services through Community Meeting on public safety budgets and activities and more detailed presentation of City operations with June 2021 budget study session
- Supported City Council Ad Hoc Committee on Policing including coordinating extensive community engagement, ensuring increased information sharing, advocating for multi-agency Community Wellness and Crisis Response Team and creation and support of Police Advisory Committee
- Hired Equity and Inclusion Officer to increase organizational capacity to make actionable the City's commitment to diversity, equity and inclusion, including by working with the new Police Advisory Committee and City Council Equity and Social Justice Sub-Committee.
- Converted the Fair Oaks Branch Library to a four-day vote center for the November 2020 General Election
- Successfully partnered with other City departments and community organizations to promote active participation by hard-to-count populations in the 2020 Census
- Completed the tennis court replacement projects at Spinus Park and at Mezes Park; new pickleball lines were added at the Mezes Park tennis courts.
- Provided Drive-In Movies and 74 Drive-in Zoppé Circus shows in partnership with the Port of Redwood City

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



COMMUNITY FOR ALL AGES

Celebrate the unique contributions that youth, seniors and residents of all ages and abilities bring to our community and provide abundant opportunities for lifelong learning, healthy development, physical activity and social connection.

Accomplishments for Fiscal Year 2020-21

- Provided rental assistance, homeless sheltering, and emergency food support to over 6,000 vulnerable residents in over 2,900 households impacted by COVID-19
- Reshaped Library program delivery for all ages to focus on virtual experiences due to COVID-19, with over 20,000 people attending live virtual events and almost 20,000 more viewing recorded storytime programs. Over 6,200 participants enjoyed the Summer Learning Challenge, and over 4,600 craft kit bags were distributed in drive through events
- Redeployed staff to support the City's COVID-19 response initiatives including food distribution, human services, rental assistance, and economic development, including calls to over 6,000 local businesses about available assistance programs
- Initiated library curbside pickup services in June 2020, and expanded those services to include all branch libraries, "grab bags" of staff-selected materials, vegetable and flower seeds, tax form distribution, and veterans' resource kits
- Checked out over 500 wifi hotspots in 2020, including extended loans to Cañada College Upward Scholars, Familias Unidas students, Peninsula College Fund scholarship recipients, and other organizations
- Expanded wifi signals into library parking lots in Fall 2020 to provide community internet access while buildings are closed, and opened an indoor space for public computer access and printing in March 2021
- Supplied over 8,500 grocery packages to Project READ families
- Created Stories From Our Community series, with stories recorded by over 40 local organizations, including City departments, Port of Redwood City, Redwood City Together, Sequoia High School Black Student Union, and more
- RCPL CARES (Cultivating & Advancing Racial Equity Systemically) team established a work plan to advance racial equity goals, and delivered numerous inclusive events and activities including the Human Library during United Against Hate Week, Holiday Celebrations All Around You, Black History Month events, Black Lives Matter protest murals art display, and many more. The team also developed numerous antiracist reading lists, organized an all staff training and development day centered on equity and antiracism, and has begun a comprehensive equity audit of all Library policies.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

- Completed initiative to distribute library cards to every Redwood City School District student
- Eliminated daily overdue fines for all residents, expanding library access for vulnerable populations by unblocking accounts due to nominal overdue fines
- Provided logistical and procurement support of supplies (Personal Protective Equipment and cleaning solutions), to support the City's response to the COVID-19 pandemic
- Provided an average of 400 meals per day to nearly 900 seniors per week through the COVID-19 senior meal distribution program, delivery of meals to homebound seniors, including to Redwood Shores
- Established in-person school day learning pods working with up to 200 children who needed extra support and access to Wi-Fi.
- Created virtual and COVID-19 safe recreation programs for the community
- Completed the Magical Bridge Playground Project
- Completed Red Morton Pathway Improvement Project creating new American Disability Act (ADA) ramps and replaced broken concrete

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



ECONOMIC DEVELOPMENT

Develop and sustain a thriving local business environment that contributes to the community's economic well-being and quality of life.

Accomplishments for Fiscal Year 2020-21

- Stood up a business resource call center to support all Redwood City businesses during the COVID-19 Shelter in Place Order, mailed required Public Health documentation to all 6,600+ Redwood City businesses and provided \$300,000 in small business grant support
- Established an Outdoor Business Activity Program to allow businesses to operate in City public right-of-ways, streets, sidewalks and private parking lots
- Adopted a Retail Cannabis Ordinance allowing storefront retail operations at designated locations in the City
- Completed a Gatekeeper development review process for General Plan Amendment requests. Held three public hearings to review nine projects, eight projects were initiated for further study. The environmental review process was also commenced.
- Supported businesses modifying their facilities to enable expanded temporary sidewalk cafes and other outdoor business uses to meet public health objectives due to COVID-19; including creation of a rapid response team to help with construction review

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



EXCELLENCE IN GOVERNMENT OPERATIONS

Manage the operations of the City as an engaged, collaborative and responsive team of professionals to provide effective, accountable and fiscally sustainable government services that achieve a high level of customer satisfaction.

Accomplishments for Fiscal Year 2020-21

- In response to the Covid-19 pandemic and resulting Governor's Executive Order, worked expeditiously to modify City Council meeting procedures to accommodate a virtual meeting environment, increased public participation, and an increase in the number of special meetings
- Implemented a new, streamlined Capital Improvement Plan (CIP) prioritization and selection process for preparation of the FY 2021-22 CIP, including an online CIP submission technology for staff to submit proposed CIP projects and request associated funding
- Updated the Disaster Recovery Plan and Procedures for Accounts Payable and Payroll to prepare for any unforeseen business interruption
- Implemented city-wide cyber security awareness training to minimize the risk of user introduced malware
- Implemented True Bill for utility billing software, a key early element of the multi-phase Enterprise Resource Planning (ERP) technology improvement project
- Updated Utility Delinquent Accounts Collection and Service Discontinuation Policy to be in compliance with SB 998
- Successfully completed several technology infrastructure improvements including: upgraded Police Department WiFi, installed wireless connectivity between the Community Activities Building, the Armory, and the Magical-Bridge.
- Partnered with the City Clerk, City Manager's Office and others to develop an electronic signature policy and implement an electronic signature solution
- Collaborated with the City Attorney and Community Development & Transportation Departments to create the Seaport Centre/Seaport Plaza Community Facilities District No. 2020-01, which will provide for levee improvements
- Collaborated with the City Attorney's Department and the Parks, Recreation & Community Services Department to issue lease revenue bonds associated with the new Veterans' Memorial Building and Senior Center
- Assisted with numerous debt issuances and refinancing of existing debt at the Silicon Valley Clean Water Authority, which resulted in funding for their CIP and a reduction in pre-existing debt service payments
- Successfully implemented remote working capabilities for nearly 1,000 users which includes Redwood City and Five (5) external cities IT supports

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

- Implemented Microsoft Teams across the City as a shared communication and collaboration platform
- Partnered with San Mateo County Elections to facilitate the 2020 General Municipal Election and first by-District City Council election
- Supported the enactment of an ordinance establishing local campaign contributions limits and voluntary expenditure limits
- Developed an Administrative Policy for City-issued laptops to the City Council
- Developed a Public Records Act (PRA) Policy
- Coordinated the citywide effort to update the records retention schedule to comply with new laws and industry best practices
- Implemented an automated Public Records Act Request (PRAR) system
- Recruited new Board, Commission and Committee members to fill 25 seats due to vacancies, resignations and expirations
- Updated the City's Conflict of Interest Code
- Completed two unexpected and extensive Meet and Confer processes, which included: 1) a side letter with the International Association of Fire Fighters Local 2400 (IAFF) regarding a pilot break protection program with the objectives of reducing mandatory overtime and department overtime costs, reducing compensatory time off and vacation usage, increasing the number of people available to work each day, and improving morale and 2) a side letter with the Services Employees International Union Local 521 (SEIU) regarding Communications Dispatcher rest and meal periods.
- Completed a Meet and Confer process with the Chief Officers' Association (COA), International Association of Fire Fighters Local 2400 (IAFF), Police Officers Association (POA), Redwood City Management Employees Association (RCMEA), and Service Employees International Union Local 521 (SEIU) bargaining groups and implemented a Limited-Term Vacation Leave Cash-Out Program which allowed employees to elect to cash-out vacation for the following year if they were at or exceeded their vacation accrual limit. (Note: The Police Supervisors Association (PSA) currently has a Vacation Cash-Out Pilot Program in their MOU -Term September 1, 2018 – August 29, 2021).
- In response to COVID-19, supported the workforce during the transition to remote working by developing the Limited Duration Remote Working Policy; Equipment Loan Program Policy, and the Expanded Professional Development/Educational Expense Reimbursement Policy. These policies allowed teammates the opportunity to either borrow City equipment or to purchase equipment for their remote work locations.
- Initiated and implemented Families First Coronavirus Response Act (FFCRA) and SB 95 Supplemental Paid Sick Leave per federal and state mandates.
- Developed and implemented virtual and paperless recruitment and selection processes, and virtual new hire orientation and onboarding processes.
- Conducted 59 recruitment and selection processes for 16 regular positions and 43 casual/contract part-time positions.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

- Conducted Harassment and Discrimination Prevention Training to 277 employees, which included regular, casual, and contract employees for employees who were due for the mandatory training.
- Conducted mandatory Cal/OSHA (California Occupational Safety and Health Administration) COVID-19 prevention training to 586 employees, which included regular, casual, and contract employees.
- Lead the City's Enterprise Resource Planning (ERP) Project Team in the completion of design prototypes for the Human Capital Management (HCM) system modules, with an anticipated October 2021 system integration date.
- Completed an Informal Solicitation process for Executive Coaching, Leadership Development Services, and Citywide training and entered into 2-year professional services agreements with two consulting firms.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



HOUSING

Foster a range of housing options affordable to all income levels through policies, programs, partnerships, and projects that support the creation and preservation of affordable housing for Redwood City's residents.

Accomplishments for Fiscal Year 2020-21

- Developed a work plan and was awarded SB2 grant funding (\$310,000) to provide financial/technical assistance to update City planning documents to streamline affordable housing production
- Continued efforts to improve housing preservation and production, including completing funding agreements and restrictions for 700+ affordable housing units, and continued developing housing preservation and protection policies as part of the Partnership for the Bay's Future Challenge Grant initiatives
- Negotiated the sale of 1306 Main Street, a City-owned affordable housing property, for \$8 million plus 22 very-low income replacement units
- Since the beginning of the pandemic, provided over \$3.5 million in COVID-19 Rent Relief to thousands of individuals in over 1,040 unduplicated households; and facilitated assistance to receive State funded COVID-19 rent relief
- Successfully launched the Temporary RV Safe Parking Program reducing the presence and impact of RV Overnight Parking on the streets while offering RV residents a safe parking option towards finding alternative permanent housing; the result of a high level of inter-departmental cooperation and partnership with LifeMoves
- Facilitated the development of Accessory Dwelling Units (ADUs) by amending the City's ordinance to be consistent with State law, streamlining building permit issuance, standardizing ADU building plans, reducing fees, simplifying City submittal requirements, and exploring new technology
- Initiated the state-required Housing Element update and identify, based on community outreach, a preferred land use strategy

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



PUBLIC SAFETY

Protect and promote community well-being and safety, using a broad and proactive approach to achieve a high quality of life for Redwood City's residents, businesses and visitors.

Accomplishments for Fiscal Year 2020-21

- Developed and implemented a pandemic response and recovery plan during the COVID-19 disaster
- Administered vaccines and provided support at numerous vaccination sites throughout the County
- Responded to Strike Team requests for statewide fire activity. Most notably, the CZU Lightning Complex Fire in San Mateo County. Strike Team requests have been on an upward trend the last five years
- Completed 100% of all annual State Mandated Fire and Life Safety Inspections
- Continued fire services during COVID-19 and maintained a safe working environment
- Implementation of Image Trend, a new department-wide Fire Prevention Inspection Database that will ensure that all Fire Inspections are completed within State standards
- Installed a temporary rest area for Police Department personnel who are required to return to work with less than 8 hours of rest due to required court appearances, mandatory staffing, emergency calls for service, etc.
- Developed and maintained a parking enforcement program that proactively supports the City's recent implementation of Residential Parking Only Permit areas, as well as the increased public interest in the regulation of abandoned vehicles
- Upgraded the Police Department's Force Options Simulator to ensure continued implementation of best practices in response to Emergency and Priority 1 calls for service. The upgrades will provide the opportunity for increased de-escalation training of scenarios involving persons suffering mental health crises by allowing a greater number of officers and supervisors to engage in the training simultaneously.
- Engaged with the community through multiple listening sessions designed to help reimagine police services to best meet the needs of the Redwood City community
- In collaboration with the County of San Mateo and three partner cities, initiated development of a Community Wellness and Crisis Response Team designed to integrate mental health clinicians in tandem responses with law enforcement personnel on calls for services involving persons experiencing mental health crisis.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



SUSTAINABILITY

Proactively address environmental concerns to protect our community.

Accomplishments for Fiscal Year 2020-21

- Implemented Reach Codes to reduce greenhouse gas emissions (GHGs), including measuring by tracking the number of new buildings constructed
- Extended recycled water distribution pipelines to serve landscape irrigation demands at parks, streetscapes and medians, and for approved indoor uses in both new buildings and existing buildings, with a focus to bring recycled water services to certain large development projects
- Completed the second year of construction of the California Water Tank, Pump Station and Transmission Main Project to increase the level of water supply safety for all water customers in the Emerald Hills area by providing a more reliable water storage capacity for daily use and emergency responses by 2022
- Completed a Risk and Resiliency Assessment (RRA) for the Water System per United States Environmental Protection Agency (EPA) guidelines and updated the Water System Emergency Response Plan (ERP)
- Performed 260 Storm Water inspections for businesses required by the Municipal Regional Storm Water Permit
- Replaced all non-compliant diesel vehicles per California heavy-duty diesel regulation requirements
- Replaced, updated or enhanced all scheduled heating, ventilation, and air conditioning (HVAC) systems throughout City facilities; enhanced all HVAC systems with the installation of Bipolar Ionization Systems designed to reduce airborne pathogens and provide cleaner, safer air quality
- Adopted an updated Climate Action Plan, which consists of 33 strategies, and a new Environmentally Preferred Purchasing Policy, which promotes municipal building electrification and includes an EV First policy
- Developed and began offering an Electric Leaf Blower Rebate Program for the community
- Led the formation and held kickoff meeting of an interdepartmental Climate Adaptation Team

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



TRANSPORTATION

Develop and support effective transportation infrastructure: systems and programs that enable safe and efficient travel to, from and within the community.

Accomplishments for Fiscal Year 2020-21

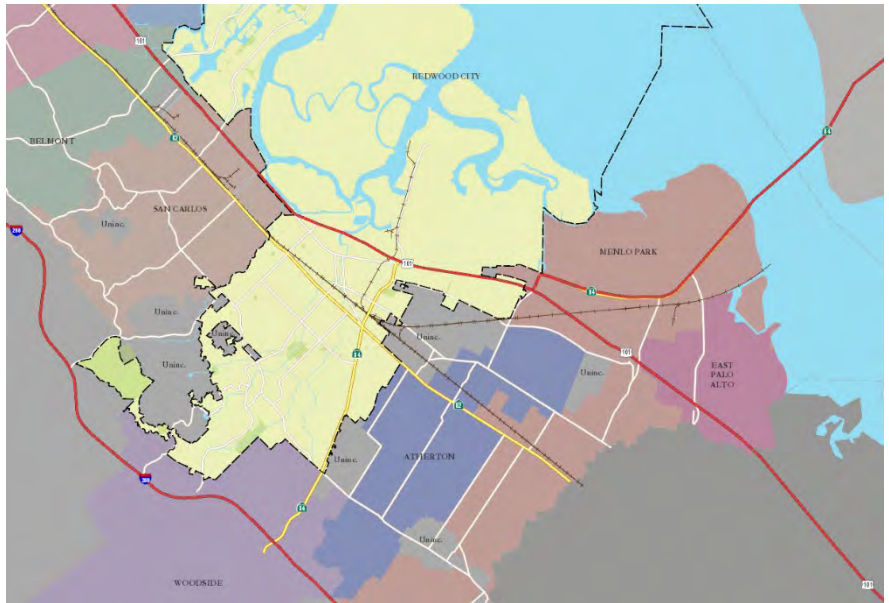
- Began the community engagement process and the environmental review for the Transit District Plan area in Downtown Redwood City
- Completed conceptual design of Traffic Calming Project for Roosevelt
- Initiated Vera Bike Boulevard
- Substantially completed Middlefield Bike/Pedestrian Improvement Project
- Completed 95% design of the 101/84 (Woodside Rd.) Interchange Improvement Project
- Initiated construction for Jefferson (Cleveland + Clinton) intersection improvements
- Constructed Winslow-Allerton-Bradford intersection improvements
- Initiated the City's Bike/Pedestrian Master Plan and Vision Zero Action Plan
- Completed Ferry Feasibility Study

COMMUNITY PROFILE

COMMUNITY PROFILE

LOCATION AND LAND AREA

Redwood City is located in the San Francisco Bay Area 25 miles south of San Francisco, and 27 miles north of San Jose. Redwood City is approximately 33 square miles of which 19 square miles are main land with a mean elevation of 15 feet above sea level. The 19 square miles of land excludes islands (such as Bair Island and Bird Island). Over 70 percent of Redwood City is open space. The City core combines residential, industrial, and commercial elements.



LAND USE

Detailed Analysis		
	Acres	Percentage
RESIDENTIAL	3,294	15.53%
COMMERCIAL	810	3.82%
MIXED-USE	589	2.78%
INDUSTRIAL	305	1.44%
PARKS	416	1.96%
SCHOOLS	156	0.74%
PUBLIC FACILITY	105	0.50%
URBAN RESERVE	548	2.58%
OPEN SPACE*	14,987	70.66%
TOTAL	21,210	

**Open Space is mostly San Francisco Bay*

Source: City of Redwood City Geographic Information System (GIS)

COMMUNITY PROFILE

CITY GOVERNMENT



The City of Redwood City was incorporated on May 11, 1867. Redwood City is a Charter City and operates under the ‘council-manager’ form of government, meaning that the City Council appoints the city manager, who is then responsible for the day-to-day operations of the City.

The seven-member City Council is the governing body elected directly by the residents of Redwood City. The City Council moved to district elections and selected a district map for 2020 elections following an extensive community engagement process on May 6, 2019. This move to district

elections means City Councilmembers are being elected by district in phases, with four by-district elections in 2020 and three by-district elections in 2022. The City is currently in the process of redrawing the district map, again with significant community engagement, as legally required utilizing data from the 2020 Census.

As the legislative branch of our local government, the City Council makes final decisions on all major city matters, and sets city-wide priorities and policies. The City Council directs the City Manager to implement these priorities and policies. The City Council adopts ordinances and resolutions necessary for efficient governmental operations, approves the budget, and acts as a board of appeals. The City Council appoints the City Manager and City Attorney, as well as the members of the City's advisory boards, commissions, and committees.

COMMUNITY PROFILE

LOCAL HISTORY



We acknowledge that Redwood City sits on the unceded ancestral homeland of the Ramaytush Ohlone who are the original peoples of the San Francisco Peninsula. We recognize that we benefit from living and working on their traditional homeland. Redwood City is beginning to grapple with how the City can actively affirm the sovereign rights of the Ramaytush Ohlone as first peoples.

As the oldest city on the San Francisco Peninsula, Redwood City has a rich and varied history. Spanish missionaries arrived to the region in 1769, founding missions and taking ownership of land across the Peninsula. Founded as a port town during the Gold Rush, Redwood City became the county seat for the newly formed San Mateo County in 1856 and incorporated in 1867. Known as the Chrysanthamum Capitol of the World in the early 20th century, the City was home to a thriving Japanese American community until their lives and businesses were dismantled in World War II. Downtown instead grew into a vital center for commerce, government, and manufacturing before declining in the 1960s and 1970s. During the 1990s and early 2000s, Downtown Redwood City began revitalizing; this revitalization continues today.

COMMUNITY PROFILE

TODAY



Redwood City is the third largest city within the County of San Mateo, with 86,754 residents. The city enjoys an average of 255 sunny days a year, which it boasts via the city slogan: "Climate Best by Government Test". 2017 marked a major milestone for the City of Redwood City, as it celebrated its 150-year anniversary or Sesquicentennial.

Redwood City is home to the San Mateo County History Museum (located in the county's old courthouse) and the only active deep-water port within the south San Francisco Bay. The city's vibrant Downtown, quickly becoming known as the entertainment hub of the San Francisco Peninsula, offers residents, visitors, and businesses a unique retail, entertainment, and restaurant experience.

For more information, visit the City of Redwood City's website at www.redwoodcity.org, or follow Redwood City on Nextdoor, [Twitter](#), [Instagram](#), and [Facebook](#).

COMMUNITY PROFILE

CULTURE



In Redwood City, our City Council has committed to public art and cultural events as a means for promoting vibrancy, defining cultural uniqueness, building community, improving the quality of life, and making Redwood City the arts, culture, and entertainment destination on the Peninsula. The Redwood City the Arts Commission, on behalf of the Redwood City Council, is responsible for supporting and enhancing cultural life in Redwood City and has adopted a strategic plan to facilitate investment in public art and support cultural festivals in the community. The City is home to two theaters Downtown, the historic Fox Theatre and Dragon Theatre.

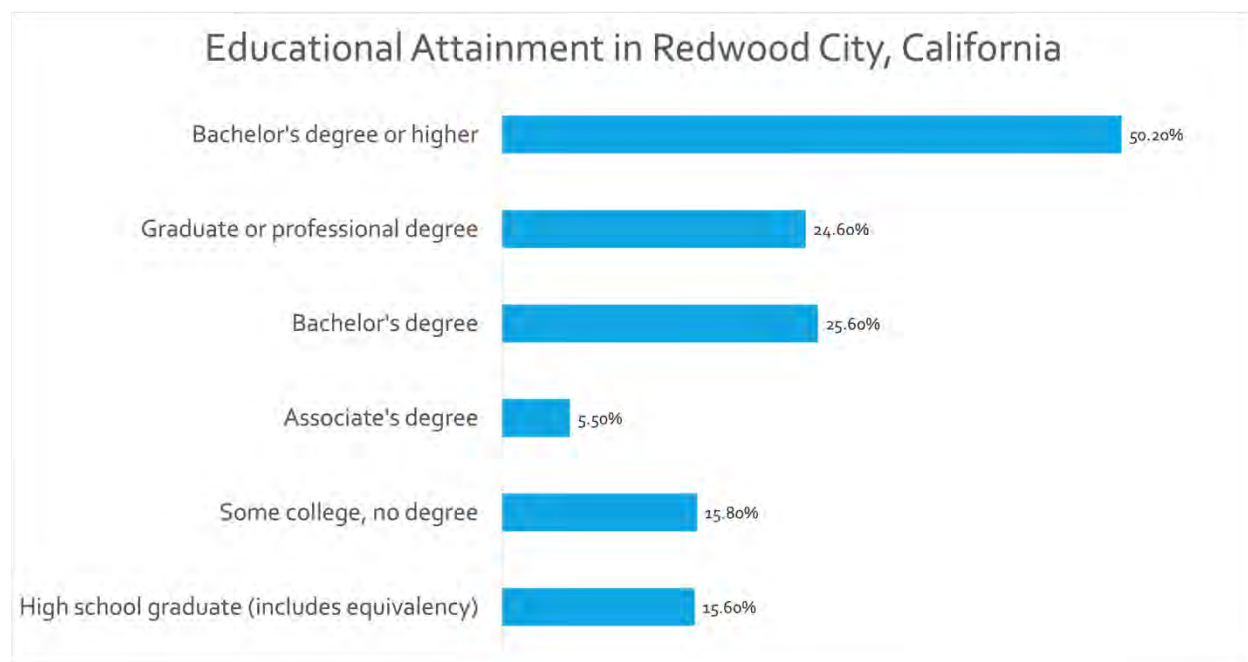
To further enhance the City's arts and culture experience throughout the year, the City Council adopted a Public Art Vision. For more about the City's public art programs and initiatives, go to www.redwoodcity.org/publicart

COMMUNITY PROFILE

EDUCATION

The Redwood City Elementary School District offers preK-8 grade education and manages several schools ranging from kindergarten to eighth grade. The Belmont-Redwood Shores School District manages six elementary schools and one middle school. Sequoia Union High School District manages eight schools in East Palo Alto, Menlo Park, Atherton, Redwood City and Woodside. In addition, Redwood City is home to Canada College. Menlo College, Notre Dame de Namur University, College of San Mateo, and Stanford University are within a ten mile radius of Redwood City.

Redwood City's population is well educated, with 87.1% high school graduates and 50.2% with a Bachelor's, graduate or professional degree.



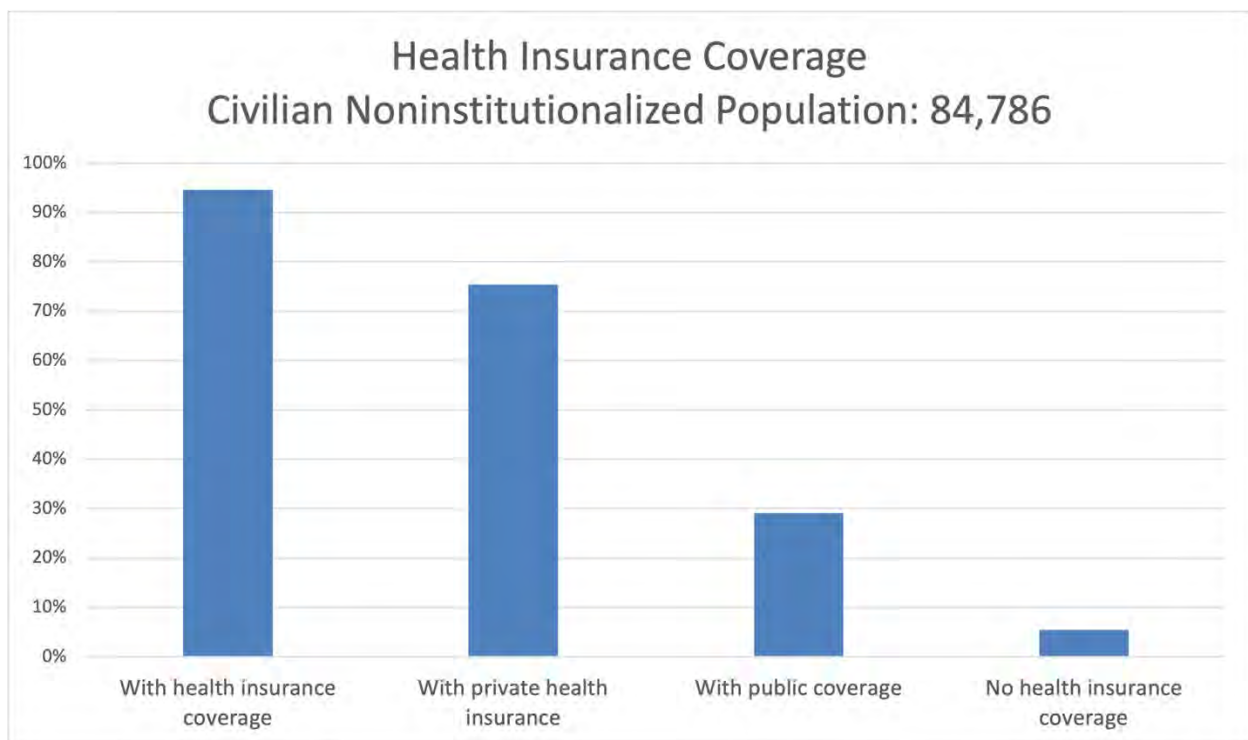
Source: 2019 American Community Survey 5-Year Estimates

COMMUNITY PROFILE

HEALTH CARE

Health centers such as Kaiser Permanente, Dignity Health Sequoia Hospital, and Stanford Medicine Out Patient Center are located in Redwood City.

Based on the 2019 American Community Survey, over 94.6 percent of Redwood City's population has health coverage. The pie chart below provides a breakdown of health insurance coverage for Redwood City's population.



Source: 2019 American Community Survey 5-Year Estimates

COMMUNITY PROFILE

LARGE EMPLOYERS

CITY OF REDWOOD CITY, CALIFORNIA
PRINCIPAL EMPLOYERS
Current and Nine Years Ago

Employer	2020			2011		
	Employees*	Rank	% of Total City Employment	Employees**	Rank	% of Total City Employment
Oracle Corporation	5,184	1	10.98%	6,700	1	17.63%
County of San Mateo	2,470	2	5.23%	2,200	3	5.79%
Stanford Hospital and Clinics	2,300	3	4.87%			
Impossible Foods, Inc.	1,198	4	2.54%			
Box Inc.	1,685	5	3.57%			
Auris Surgical Robotics, Inc.	1,533	6	3.25%			
Google	908	7	1.92%			
Guardant Health, Inc.	870	8	1.84%			
The Permanente Medical Group	818	9	1.73%			
Equinix, LLC	763	10	1.62%			
Electronic Arts				3,416	2	8.99%
Kaiser Permanente				2,044	4	5.38%
Sequoia Hospital				1,013	5	2.67%
Redwood City School District				1,000	6	2.63%
Broad Vision				759	7	2.00%
Sequoia Union High School District				700	8	1.84%
City of Redwood City				607	9	1.60%
Informatica				400	10	1.05%

Source: *As of 2015, data from City of Redwood City Business License Database; non-profit organizations' data was via published annual reports or direct inquiry to the organization.

**2011 Data from Redwood City Chamber of Commerce.

Source: 2020 Comprehensive Annual Financial Report

COMMUNITY PROFILE

LOCAL ECONOMY, EMPLOYMENT LEVELS, DEMOGRAPHIC INFORMATION

CITY OF REDWOOD CITY, CALIFORNIA
 DEMOGRAPHIC AND ECONOMIC STATISTICS
 Last Ten Calendar Years

Calendar Year	Population	Personal Income (\$000)	Per Capita Personal Income	Unemployment Rate	Number of Water System Customers
		\$	\$	%	
2011	77,712	3,091,772	39,785	8.70	23,972
2012	78,244	3,125,218	39,942	7.10	24,119
2013	79,074	3,204,632	40,527	5.40	24,296
2014	80,768	3,342,018	41,378	4.20	24,347
2015	81,838	3,408,940	41,655	3.00	24,472
2016	85,992	4,459,975	51,865	3.00	24,485
2017	85,601	4,206,433	49,140	2.70	24,508
2018	86,271	5,008,894	58,060	2.40	24,600
2019	85,319	5,224,936	61,240	2.00	24,627
2020	86,754	4,587,725	52,882	5.40	24,642

Sources:

Population is provided by the State of California Department of Finance. Population numbers in this schedule reflect the Department of Finance's annual adjustments.

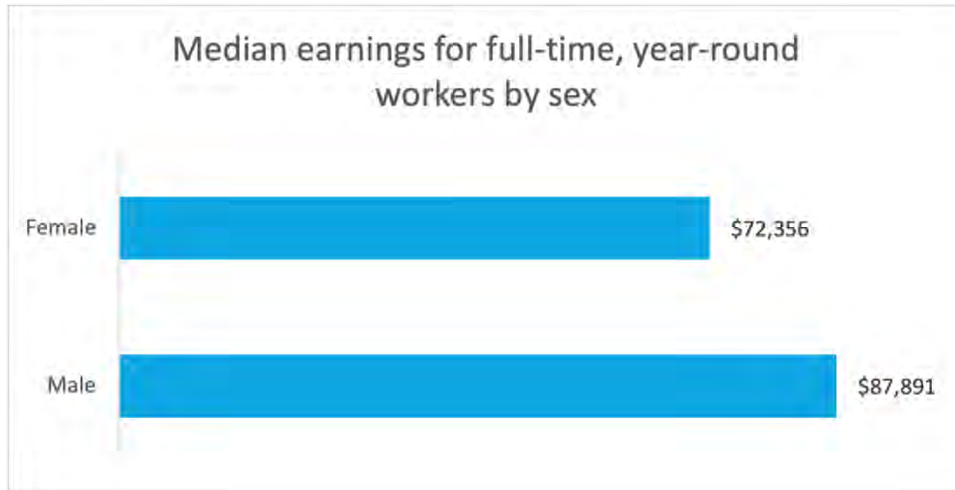
Personal income and per capita personal income is provided by United States Census Data via MuniServices, LLC and is adjusted for inflation.

The unemployment rate for the City of Redwood City is provided by the State of California Employee Development Department and is not seasonally adjusted.

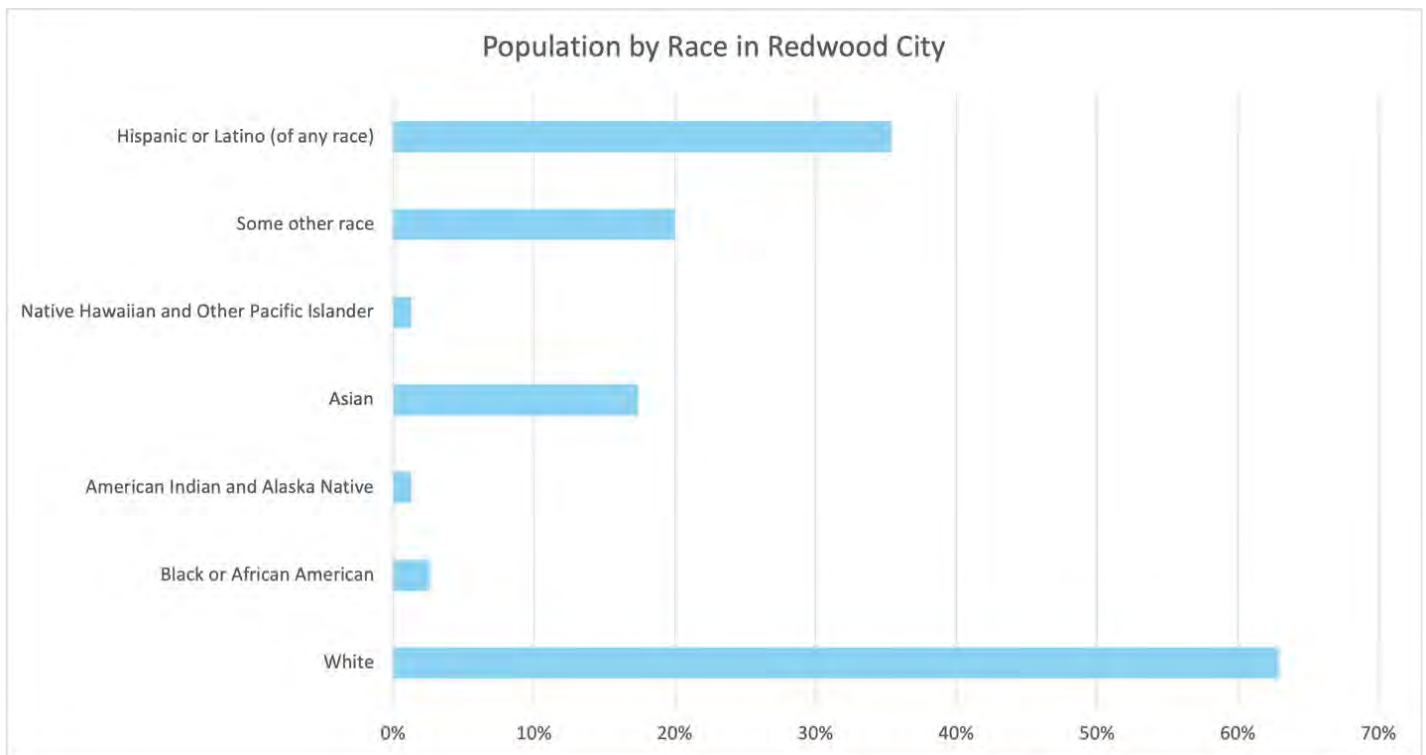
The number of water system customers is provided by the City's utility billing system.

Source: 2020 Comprehensive Annual Financial Report

COMMUNITY PROFILE



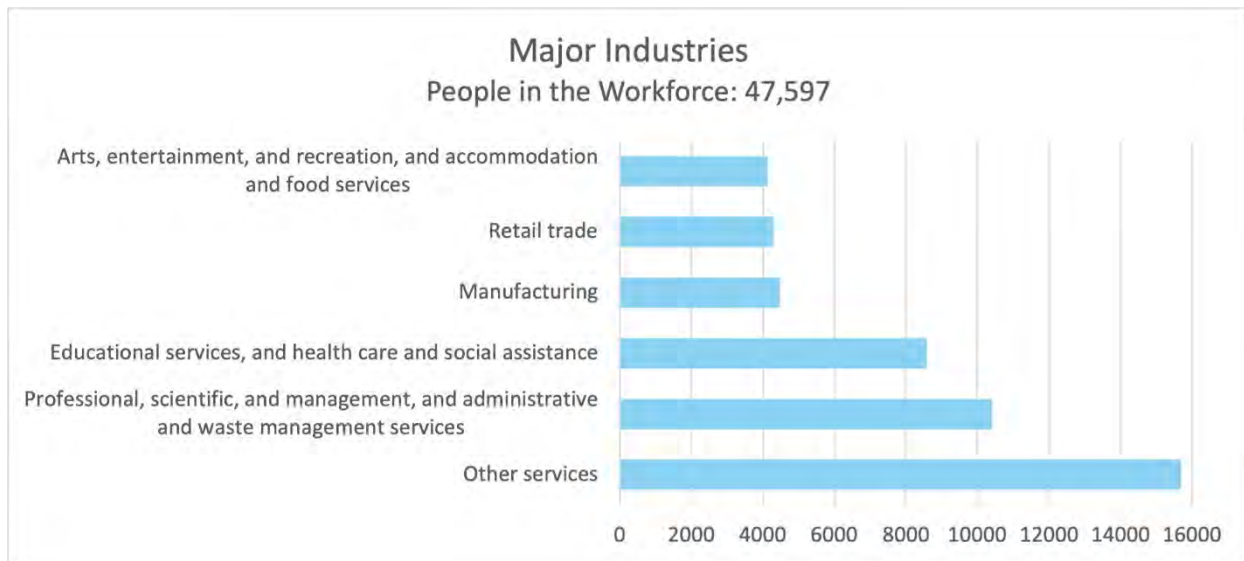
Source: 2019 American Community Survey 5-Year Estimates



Source: 2019 American Community Survey 5-Year Estimates

COMMUNITY PROFILE

MAJOR INDUSTRIES



Source: 2019 American Community Survey 5-Year Estimates

COMMUNITY PROFILE

POPULATION & AVERAGE INCOME

Year Incorporated	1867
Size	Approximately 19 square miles (excluding Bay)
Weather	
Average year round high temperature	58°-84°F
Average year round low temperature	38°-54°F
Demographics	
Population	86,754
Median Age	37
Average Household Size	2.73
Housing	
Median Household Income	\$117,123
Median Home Value	\$1.25 Million

Source: 2019 American Community Survey 5-Year Estimates

COMMUNITY PROFILE

PUBLIC SAFETY

Redwood City has its own police and fire departments to serve and protect the local community. Both departments emphasize community engagement through programs such as Neighbor Watch, Junior Fire Academy, Community Emergency Response Teams (CERT), Coffee with the Cops, Citizens Police Academy, Volunteers In Police Service (VIPS) and Police Activities League.

In May 2021, Redwood City was listed in the state's 50 safest cities, ranked number 47 on SafeWise's seventh annual Safest Cities report.



Per data reported to the Federal Bureau of Investigation's (FBI) Part 1 Crime Reporting, there was an increase in both the reported violent crimes (homicide, rape, robbery, and aggravated assault) and reported Property Crimes (arson, burglary, larceny-theft, and motor vehicle theft) between 2019 and 2020. When combined, these Part 1 Crimes increased approximately 7 percent during this one year time period.

In January 2021, the City Council approved a two-year agreement in partnership with the cities of Daly City, San Mateo and South San Francisco and the County of San Mateo through Behavioral Health and Recovery Services (BHRS) to form a mental health partnership crisis response program. In March 2021, the City Council also created a City Council Equity and Social Justice Sub-Committee tasked with helping to apply an equity lens to the City's policies and delivery of services. City Council also created a new Police Advisory Committee comprised of 11 community representatives. The Committee serves in an advisory capacity to the Chief of Police and will support community partnership and police transparency.

COMMUNITY PROFILE



The Fire Department serves the City of San Carlos as well as the City of Redwood City. In 2018, the Fire Department achieved the prestigious Public Protection Classification (PPC) rating of “Class 1”, the first agency in the County to receive this ranking, putting the Redwood City Fire Department in the top 1% in the nation. In addition, the department implemented a program reducing exposure of fire personnel to cancerous and other hazardous environments and annual screening of fire personnel for early detection of cancer and other occupational diseases. The department also has a shared service approach to CERT program management with the County of San Mateo Office of Emergency Services with a dedicated position to lead CERT programs in Redwood City.

RECREATION

Redwood City boasts over 30 unique parks from small neighborhood parks that are only a quarter of an acre, to larger multi-use parks that are 40 acres, to off-leash dog parks and a skate park. The City operates two seasonal pools, Herkner Pool and Hoover Pool under contract with community partners. Magical Bridge Playground, a playground for people of all abilities, opened in 2020. Herkner Pool offers summer swim lessons, adult lap swim, and open swim hours. Hoover Pool operates summer swim lessons, adaptive swim, and drop-in swim opportunities. The City’s Senior Center and five Community Centers are widely popular within the community. The City also offers ten sports fields for soccer, softball, baseball and flag football. These include major facilities such as the Red Morton Community Park, Hoover Park, Sandpiper Field, and Marlin Park.



COMMUNITY PROFILE

TOP PROPERTY TAXPAYERS

CITY OF REDWOOD CITY, CALIFORNIA
 PRINCIPAL PROPERTY TAX PAYERS
 Current Year and Nine Years Ago

Taxpayer	2019			2010		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
	\$			\$		
Oracle Corporation	638,902,534	1	2.69%	538,904,130	1	3.60%
Google Inc.	618,608,044	2	2.60%			
Hudson Towers At Shore Center	565,628,243	3	2.38%			
Aimco Indigo LP	349,723,657	4	1.47%			
Westport Office Park LLC	287,910,302	5	1.21%	255,025,089	3	1.70%
DWF IV 1400 1500 Seaport Blvd	273,572,913	6	1.15%			
RWC Harbor Communities LLC	263,415,693	7	1.11%			
Slough Redwood City LLC	261,888,796	8	1.10%	244,812,991	4	1.63%
TGA 299 Franklin LLC	221,205,508	9	0.93%			
Electronic Arts Inc.	220,192,342	10	0.93%	78,180,427	12	0.52%
Pacific Shores Investors LLC				498,283,720	2	3.33%
Selco Service Corporation				186,641,248	5	1.25%
Spk-Metro Center LLC Lessee				180,900,000	6	1.21%
SRI Eight Pacific Shores LLC				176,540,400	7	1.20%
Tishman Speyer Archstone Smith				134,750,265	8	0.90%
Irvine Co. LLC				130,330,794	9	0.87%
Metropolitan Life Insurance Co.				119,660,953	10	0.80%
	<u>3,701,048,032</u>		<u>15.57%</u>	<u>2,544,030,017</u>		<u>17.00%</u>

Source: 2019 Comprehensive Annual Financial Report

COMMUNITY PROFILE

TRANSPORTATION

There are several options for getting around town and to Redwood City. Highway 101 and Interstate 280 are both accessible by car and the Redwood City Caltrain stop is right in the heart of Downtown. In addition, SamTrans has multiple routes which provide access to Downtown Redwood City. Easing the impact of regional traffic congestion and improving safety for those on



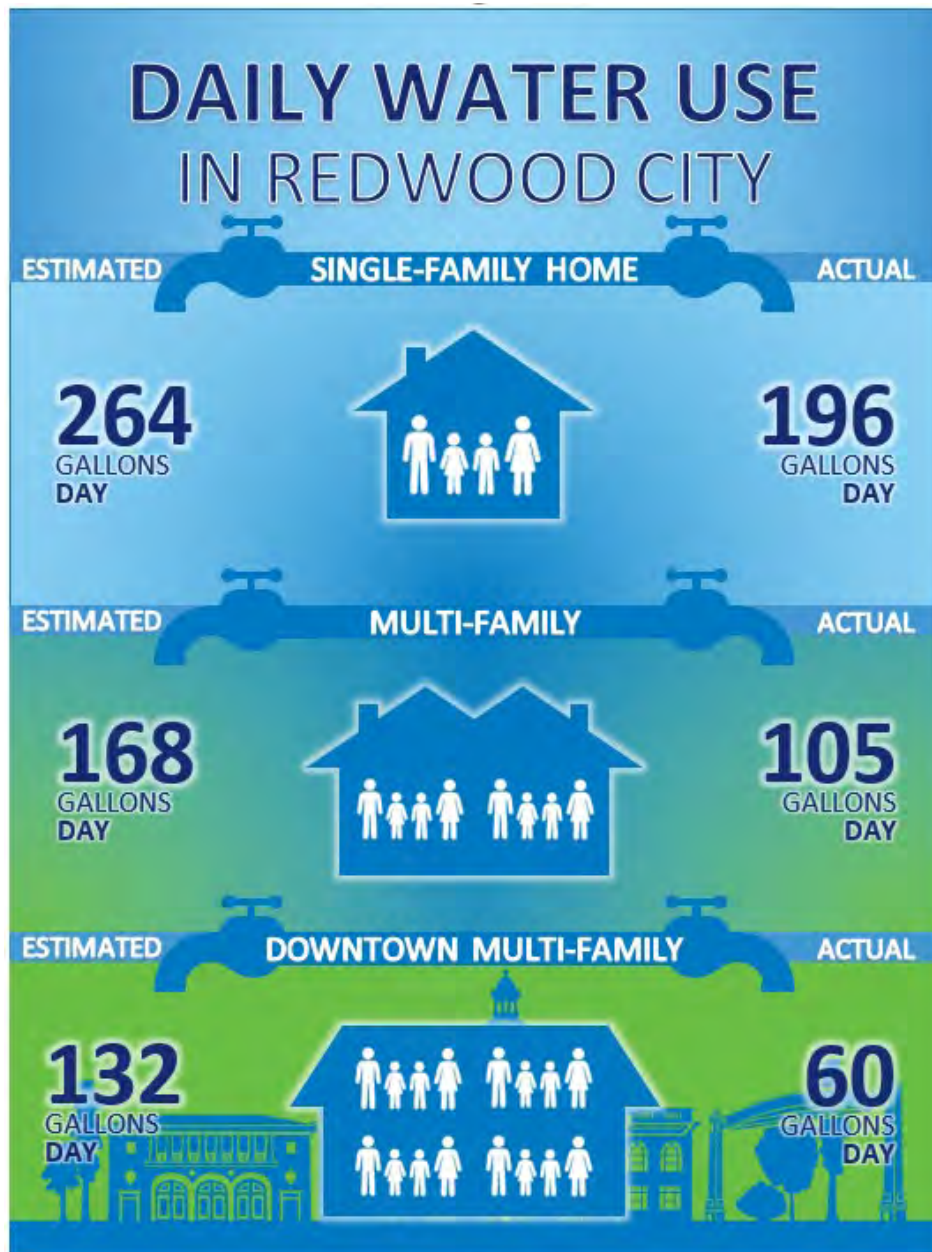
foot or bicycle is a priority for the City, and multiple efforts to enhance mobility, including a Citywide Transportation Plan, are underway.

The City has 16 miles of bike lanes and offers 53 bike lockers and 96 bike racks within the community. The City encourages all major employers to create programs to encourage employees to commute by alternative means other than single-occupancy automobiles, provide bicycle storage facilities and information on available transportation options, and offer incentives to utilize alternative means of transportation.

COMMUNITY PROFILE

UTILITIES

The City manages the community's sewer and water utilities. Recycling and waste management services are provided through Recology San Mateo County.



COMMUNITY PROFILE

Sewer

All of Redwood City's wastewater is treated by Silicon Valley Clean Water (SVCW) at their wastewater treatment facility in the Redwood Shores neighborhood of Redwood City.



Recycled Water

Redwood City's Recycled Water Project was first introduced to the community in 2000, with a small trial in the Redwood Shores neighborhood. Positive feedback during the trial period strengthened the City's commitment to providing recycled water as an alternative resource. Phase 1 of the project expanded the City's recycled water system along the eastern edge of the 101 Highway, from the Redwood Shores neighborhood to the Greater Bayfront Area. Construction of Phase 1 was completed on time and on budget over a five year period from 2005 to 2010. It added two tertiary treatment facilities, two 2.2 million gallon storage tanks, a distribution pump station, and 17 miles of distribution pipelines. Since pumping began in 2007, the Recycled Water Project has helped save hundreds of millions of gallons of drinking water each year.

Phase 1 currently supplies recycled water to more than 450 points of connection. Sites being served by recycled water include:

- Oracle
- Electronic Arts
- Home Owners Associations in the Redwood Shores neighborhood
- Redwood City Police Station
- Port of Redwood City
- SIMS Metal
- County of San Mateo Jail
- Stanford in Redwood City

Phase 2 of the City's Recycled Water Project is underway, and will bring recycled water pipes west of Highway 101 towards Downtown Redwood City. Each gallon of recycled water used outdoors saves a gallon of drinking water for human consumption.

COMMUNITY PROFILE

Electric Utilities

PG&E transmits and distributes electricity as well as provides gas service, optional electricity service, billing services, and maintenance and repair services to the Redwood City community. Over 45 percent of our community's greenhouse gas emissions come from the energy used in homes and businesses. Peninsula Clean Energy, a non-profit dedicated to reducing the regional carbon footprint, provides 50 percent renewable and 100 percent carbon-free electricity to residential and commercial customers in Redwood City. The City of Redwood City opted up for 100% renewable energy for municipal operations.



In 2019, the U.S. Environmental Protection Agency (EPA) ranked Redwood City #7 in Green Energy Consumption nationwide and designated the City as a Green Power Community and Green Energy Partner.

GENERAL BUDGET INFORMATION

FUND DESCRIPTIONS

FUND DESCRIPTIONS

GENERAL OPERATING FUNDS

General operating funds are used to carry on the general operations of the City in accordance with the City Charter. The following four funds are combined and presented as the General Fund of the City.

General Fund – This fund accounts for all revenues collected for the general operation of the City. Appropriations can be made for any governmental purpose, including maintenance and capital improvements that are authorized under the City Charter.

Library Fund – This fund accounts for the revenues and expenditures of the Library Department.

Recreation Program Fund – This fund is utilized to account for revenues and expenditures of self-supporting recreational programs. The General Fund subsidizes any expenditures which are not covered by revenues collected from recreation programs. The funds are expended only for recreation-related activities.

Utility Users' Tax Fund – This fund was created for accounting purposes only. The 5 percent utility users' tax (UUT) imposed on gas and electric services and the 4 percent UUT for telecommunications are accounted for in this fund. This is General Fund revenue, but by Council direction, the revenues are to be spent only on capital improvement projects. Therefore, a transfer to the Capital Outlay Fund is made annually to fund capital projects.

SPECIAL REVENUE FUNDS

Special revenue funds are used to account for revenue derived from specific taxes or other dedicated revenue sources (other than for major capital projects) that are restricted by law or administrative action to expenditures for specified purposes.

Affordable Housing and Low and Moderate Income Housing Asset Fund – This fund accounts for housing in-lieu fees, affordable housing impact fees, and other housing related revenue received and committed by City Council for housing purposes. It also accounts for the activities of the former Redevelopment Agency Low and Moderate Income Housing Fund.

Community Benefits Fund – This fund accounts for contributions received and committed by City Council for various community benefits.

Redwood Shores General Improvement District (GID) 1-64 Maintenance Fund – This fund accounts for property taxes from the Redwood Shores area designated for the maintenance of water channels and infrastructure in the area.

FUND DESCRIPTIONS

Grants Fund – This fund accounts for categorical grants from the State and Federal government such as federal Community Development Block Grants, and Measure M Vehicle License Fees.

Housing Legal Aid Society Fund – This fund accounts for revenues previously deposited in the former redevelopment agency low and moderate income housing fund pursuant to an agreement with the Legal Aid Society to set aside general tax increment revenue for housing purposes. After the February 1, 2012 dissolution of the redevelopment agency, this fund was created to account for this accumulated balance.

Human Services Financial Assistance Fund – This fund accounts for funds committed by the City Council for human services financial assistance grants.

Redwood Shores Lido Landscaping Maintenance District Fund – This fund accounts for money provided by property owners in the Lido Landscape Maintenance area for landscaping.

Other Restricted Donations/Grants Fund – This fund accounts for miscellaneous grants and donations that are restricted for specific purposes.

Planning Cost Recovery Fund – This fund accounts for fees charged for reimbursement of the expenditures associated with processing planning applications related to major projects.

Seaport Boulevard Landscape Maintenance Fund – This fund accounts for funds provided by property owners in the Seaport Boulevard area for landscaping maintenance on Seaport Boulevard.

Seaport Centre Maintenance Fund – This fund accounts for money provided by property owners in the Seaport Centre area for the maintenance and repair of drains and sewer lines connecting the Centre facilities to the City's systems.

Special Gas Tax Fund – This fund accounts for revenue received from the State of California derived from gasoline taxes. These funds may only be used for street purposes as specified in the State of California Streets and Highway Code. This fund also accounts for street-related capital improvement projects that are eligible to be funded either by gas tax, Federal Urban Aid, or fund transfers from the UUT fund.

Supplemental Law Enforcement Services Grant Fund (SLESF) – This fund accounts for the California Supplemental Law Enforcement Services Fund grant.

Traffic Safety Fund - Traffic fines remitted to the City through the San Mateo County Court System may only be used for traffic system activities. The revenue collected through fines is less than the amount expended, and the resulting deficit in the fund is financed by the General Fund. The funds are used for the operations and maintenance of the City's traffic control system.

Transportation Grants Fund – This fund accounts for grants and developer contributions received for specific transportation projects.

FUND DESCRIPTIONS

Traffic Mitigation Fees Fund – This fund accounts for fees collected from property owners pursuant to a citywide ordinance that levies a fee on new development to finance citywide transportation projects required to mitigate traffic associated with new development.

Transportation Fund – This fund accounts for the City’s share of the Countywide Measure A half-cent sales tax for transportation system expenditures. Revenues from this source may only be used for transportation-related activities.

CAPITAL PROJECTS FUNDS

Capital projects funds are established to account for resources used for the acquisition and construction of capital facilities by the City. The source for funding these projects is the General Fund, enterprise funds, special revenue funds, and special assessment districts.

Art in Public Places Fund – This fund accounts for contributions from the City and developers to be used in accordance with the Public Art Master Plan.

Capital Outlay Fund – This fund accounts for all miscellaneous capital improvement projects that are financed by the General Fund or Special Revenue Funds.

Redwood Shores Transportation Improvement District Fund – This fund accounts community facility district bonds that were issued and developer contributions that were received by the City to fund various transportation projects in the Redwood Shores area.

Redwood Shores General Improvement District (GID) 1-64 Facilities Fees Construction Fund – This fund derived its revenues from fees previously collected from developers in the Redwood Shores area for improvements to roads, drainage, water, traffic lights, canals, etc., in that area.

Parks Impact and In-Lieu Fees Fund – This fund accounts for fees collected from developers for park improvements and land acquisitions to offset the impact of new development on existing parks.

Public Education Government (PEG) Fees Fund – This fund accounts for activities related to public, education, and government access fees paid for by cable operators.

One Marina Construction Fund – This fund accounts for certain public infrastructure improvements within the One Marina district that are financed by community facilities district bonds and developer contributions.

FUND DESCRIPTIONS

ENTERPRISE FUNDS

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is to recover the cost of providing goods or services to the public on a continuing basis primarily through user charges.

Docktown Marina Fund – This fund is used to account for the operation of the Docktown Marina including administration, operations, maintenance and billing/collections.

Parking Fund – This fund is used to account for on-street and off-street parking operations within the boundaries of the central business district of the City. All activities necessary to provide metered parking within the district are accounted for in these funds, including, but not limited to, administration, operations and maintenance, capital improvements, meter collection, and financing, including related debt service. The authority for the formation of the district and the issuance of revenue bonds are contained in the State of California’s Streets and Highway Code. This fund also accounts for fees collected from developers to fund off-street parking required to address parking impacts for specific developments.

Water and Sewer Funds – These funds are used to account for the provision of water, recycled water, and sewer services to the residents of Redwood City and some residents of areas adjacent to the City. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, capital improvements, financing, and billing/collections. These funds also account for expenses incurred for improvements to the water pumping and distribution system and the sewer transport lines and pumping stations.

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods and services provided by one City department to others on a cost reimbursement basis.

Employee Benefits Fund – This fund accounts for the costs associated with dental, vision, and unemployment insurance costs benefits for active employees; payments made to terminated employees for leave accruals; and for costs associated with retiree health insurance.

Equipment Services Fund – This fund accounts for the costs of operation, maintenance, and replacement of automotive equipment used by City departments. Such costs are billed to the consuming departments at a rate that includes operation and maintenance, plus an amount necessary to provide replacement of the equipment at a future date. Additional new equipment, other than replacement, is budgeted by the consuming department and is then transferred to the Equipment Services Fund after purchase.

General Liability Insurance Fund – This fund accounts for general liability and property insurance. Included are administrative costs, premiums for the purchase of excess insurance, settlements, and legal costs. Property insurance is charged to departments based upon the amount of space occupied. Liability insurance premiums are charged to the user departments based on loss experience. This fund is combined with the Workers' Compensation Fund for presentation purposes in the City's Comprehensive Annual Financial Report.

Internal Services/Technology Fund – This fund accounts for the costs of operation of the City's telephone/communications service, maintenance and repair of buildings, custodial services, and information technology services, including the replacement of computers. The costs are billed to the consuming departments based on a generally accepted cost allocation system.

Workers' Compensation Insurance Fund – This fund accounts for the City's workers' compensation insurance program. Included are administrative costs, the premiums for the purchase of excess insurance, settlements, and legal costs. Workers' compensation insurance premiums are charged to the user departments based on loss experience and on departmental employee services budgets. This fund is combined with the General Liability Insurance Fund for presentation purposes in the City's Comprehensive Annual Financial Report.

FUND DESCRIPTIONS

FIDUCIARY FUNDS

These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Assessment Districts Agency Fund:

One Marina Community Facilities District - This fund was established to account for transactions related to Mello-Roos special tax bonds issued for certain public infrastructure improvements within the One Marina district. The source of funds to pay for the debt services is assessments on the properties within the district.

Shores Transportation Improvement District - This fund was established to account for transactions related to bonds issued to finance the construction of transportation system improvements in the Redwood Shores area. The source of funds to pay the debt service is assessments on the commercial properties within the district.

Successor Agency to the Former Redevelopment Agency

Successor Agency Trust Fund – This fund accounts for the activities of the Successor Agency to the former Redevelopment Agency.

BASIS OF ACCOUNTING

BASIS OF BUDGETING AND ACCOUNTING

The City's accounting records are maintained in full accordance with Generally Accepted Accounting Principles (GAAP), as established by the Government Accounting Standards Board (GASB). Government fund types (General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Funds), and agency funds are maintained on a modified accrual basis of accounting (see Glossary). Proprietary fund types (Enterprise Funds and Internal Service Funds) and Private-Purpose trust funds are maintained on an accrual basis of accounting. For a further description of the various fund types used by the City, please refer to the Fund Descriptions.

The City Budget is adopted annually on a basis consistent with Generally Accepted Accounting Principles (GAAP), which are the same guidelines used in the preparation of the year-end financial statements. Thus, revenue estimates generally anticipate amounts that will be considered earned and available to meet current period expenses among the coming fiscal year. Certain expenses obligated in FY 2020-21 will not have been paid by June 30, 2021, but are estimated and recorded as of June 30, 2021. Salaries, for example, have been estimated in the budget as long as they are expected to have been obligated for time worked by the end of June 30, even though they will not have been paid until the first or second week of July.

FINANCIAL POLICIES

FINANCIAL POLICIES

Appropriations Limit

Article XIII B of the California State Constitution, which became effective in the 1979-80 fiscal year, and which was modified (by Proposition 111) in November 1989, sets an appropriation limit for governmental agencies. Using the appropriations of FY 1978-79 as the base year, the limit is modified by the change in the composite consumer price index, population, and the value of commercial property development within the City limits during each fiscal year. Article XIII B also sets the guidelines as to what can be included in the appropriation limit.

Appropriations Transfer Policy

During the fiscal year, it may become necessary to transfer funds between appropriations due to emergencies or changes in circumstances. Department Heads may approve transfers within major object categories. The City Manager approves transfers between major object categories (Employee Costs, Supplies and Services, or Capital Outlay) within a single subprogram. The City Council approves transfers between subprograms and requests to establish new appropriations from unappropriated fund balance.

This budget includes all of the municipal activities and funds that are considered to be part of or controlled by the City (with the exception of the Port of Redwood City which is included separately at the end of the budget document) as defined by Governmental Accounting Standards Board Statement No. 14.

Debt Disclosure Policy and Procedures

The Debt Disclosure Policies and Procedures are intended to facilitate compliance with federal securities laws and existing continuing disclosure obligations. Federal securities laws require accurate and complete disclosure of material facts in the City's disclosure documents. Under federal securities laws, the City must exercise reasonable care to avoid material misstatements or omissions in preparing Public Statements that are used to sell the City's bonds in primary offerings and it may not knowingly or recklessly include material misstatements or misleading statements in other Public Statements while its bonds are outstanding. The Disclosure Policy is applicable to other related entities of the City, such as the Successor Agency to the Redevelopment Agency of the City of Redwood City, the City of Redwood City Public Financing Authority, and Silicon Valley Clean Water Joint Powers Authority, of which the City is a member. This policy was first adopted in 2016, and updated in May 2019.

FINANCIAL POLICIES

Debt Management Policy

In recognition of its responsibility for the management of debt obligations of the City and its component units, the City has developed a formal debt policy. Such a policy is necessary to consolidate information of debt obligations and to maintain good credit standing. This policy establishes parameters and provides guidance governing the issuance, management, continuing evaluation of, and reporting on all debt obligations issued by the City of Redwood City, the Redwood City Public Financing Authority, and the former City of Redwood City Redevelopment Agency, and to provide for the preparation and implementation necessary to assure compliance and conformity with the policy. This policy specifically excludes the Port of Redwood City. It is the City's desire and direction to assure that such debt obligations are issued and administered in such a fashion as to obtain the best long-term financial advantage to the City and its residents, while making every effort to maintain and improve the City's bond ratings and reputation in the capital markets. This policy was updated in August 2020.

Fiscal Policy

The City strives to fund all ongoing expenditures with ongoing revenues, avoiding the financing of ongoing expenditures with one-time revenues. This also assists in avoiding the need for issuing short-term debt or the use of reserves to pay for ongoing operations. In February 2019, the City Council approved a strategy to utilize approximately 80 percent of the City's estimated operating balance towards paying down the City's pension liabilities and to use approximately 20 percent of the operating balance as one-time funding towards the City Council's priorities in the areas of housing, transportation, children and youth, and equity.

Investment Policy

The City's investment philosophy sets the tone for the policies, practices, procedures and objectives that control the investment function. The investment of funds is guided by the primary objectives of safety, liquidity, and a reasonable market rate of return, in this order of priority. The investment function has the ongoing objectives of assuring compliance with Federal, State and local laws governing the investment of public funds, providing for short term and long-term cash flow needs, and establishing appropriate standards and limits for the type of investments made and the issuers of such investments. The City of Redwood City Charter specifies that the City Treasurer (Finance Director) serves as the chief investment officer for the City and is authorized to invest or deposit the City's funds in accordance with this policy, California Government Code Sections 53600 and 53630 et seq. and all other related Federal and State laws.

The City has engaged the services of PFM Asset Management, LLC (PFM), an external investment manager/advisor, to assist in the management of the City's investment portfolio in a manner consistent with the City's objectives. PFM has been granted discretion to purchase and sell investment securities in accordance with the Investment Policy.

The City Council's primary responsibilities over the investment function include approving the Investment Policy, annually reviewing such policy, reviewing monthly investment reports issued by the Treasurer, authorizing bond documents and other unique financing transactions, and authorizing any deviations from the City's investment policies. The Finance and Audit Sub-Committee of the City Council provides

FINANCIAL POLICIES

oversight to the investment function through the periodic review of the investment report and policy. This policy was updated in February 2021.

Purchasing Policy

This policy establishes purchasing guidelines to be used by all City departments for Supplies/Equipment, Professional Services, and Public Works projects. This policy refers to the purchasing guidelines set forth in the City's municipal code. The code requires bidding for purchases or contracts of materials, services, equipment or supplies exceeding one hundred thousand dollars and public works or improvement contracts. This policy was updated in May 2020.

Reserve Policy

In 1999, the Council established by resolution a General Fund reserve policy that requires maintaining unappropriated fund balance in the general fund between 15 and 20 percent of estimated revenues. In FY 2017-18, the City Council approved setting the reserve policy at 15 percent of the following fiscal year's estimated revenues.

BUDGET PROCESS AND CALENDAR

EXPLANATION OF THE BUDGET PROCESS

The budget itself is the process of allocating resources to attain goals and objectives set by City Council and management. The process is constantly changing to align with public interest and needs.

This budget contains the appropriations and financing for all City operating and capital budgets.

The Budget Review staff, which includes staff from the Administrative Services Department, works to develop a budget calendar and provide an overview of the process to all departments in October/November of each Fiscal Year. After the staff-level budget kickoff meetings in December and January, all departments become involved in a detailed review of their current budgets, goals, and objectives.

In February, the City Council receives an update on the current fiscal year budget and Capital Improvement Program, a preliminary revenue and expenditure forecast, and proposed objectives for development of the following fiscal year's operating budget. Staff uses the City Council's feedback at mid-year to develop a recommended budget for the City Council's consideration in June.

A CIP budget study session is held in April for the Council to provide feedback for the plan and current year, and the second year of the five-year plan will be approved with the Recommended Budget in June. While funding for CIP comes from many sources, the Utility Users' Tax is a dedicated general funding source that can be utilized for all capital projects.

The City Council conducts public study sessions to review the recommendations. Following these study sessions, a public hearing is held and the budget is adopted in June.

In February and June of each year, the City Council reviews mid-year and year-end budget appropriation amendments for additional revenues or expenditures for the current fiscal year. Throughout the year, the appropriations transfer policy outlined in the Financial Policy section of this document guides City staff regarding updates to the City budget.

This process complies with the procedures required in the City Charter for the adoption of the annual budget.

BUDGET PROCESS AND CALENDAR

FY 2021-22 BUDGET CALENDAR

October – November 20: Budget Review Team begins to prepare the calendar and budget development process for the upcoming fiscal year
February 8, 2021: Budget staff kickoff meetings – Finance staff met individually with all departments to review the budget process and answer department specific questions
February 22, 2021: Proposed process for development of FY 2021-22 Recommended Budget – City Council Budget Study Session and Council establishes dates for consideration of the Fiscal Year 2021-22 Budget
February – March 2021: Departments prepare and submit budget change proposals, accomplishments, goals, and performance measures to the Budget Review Team. Departments submit Capital Outlay requests to the Capital Outlay Review Team.
March – April 2021: Budget Review Team works with the departments and the City Manager to review, refine, and modify submissions. Capital outlay review team prepares the FY 2021-22 CIP plan.
April 26, 2021: Capital Improvement Program Study Session
May 10, 2021: Community Development Block Grant (CDBG)/HOME Investment Partnership (HOME) Public Hearing
May 18, 2020: CDBG/HOME Public Hearing for FY 20-21
June 1, 20210: Recommended Budget Submitted to City Council
June 14, 2021: Recommended Budget City Council Study Session
June 24, 2021: Recommended Budget Adoption and Public Hearing
August 2021: Adopted Budget is finalized and posted to the City’s website

BUDGET PROCESS AND CALENDAR

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FINANCIAL SUMMARIES

FINANCIAL SUMMARIES

ANALYSIS OF BUDGET-BY FUND

CONSOLIDATED REVENUE SCHEDULE

CONSOLIDATED OPERATING
EXPENDITURE SCHEDULE

DETAILED OPERATING EXPENDITURE
SCHEDULE

INTER-FUND TRANSFERS

APPROPRIATIONS LIMIT

PERSONNEL ALLOCATIONS

ANALYSIS OF BUDGET BY FUND

	ACTUAL 2019-20	ESTIMATED ACTUAL 2020-21	ADOPTED BUDGET 2021-22
GENERAL FUND			
Beginning Balance	\$ 48,048,598	\$ 52,219,680	\$ 51,849,180
Estimated Revenues/Transfers	146,549,712	137,581,500	147,354,223
Total Expenditures, including Capital	(142,378,630)	(137,952,000)	(155,109,409)
Ending Balance	\$ 52,219,680	\$ 51,849,180	\$ 44,093,994
SPECIAL REVENUE FUNDS			
Beginning Balance	39,699,025	39,007,761	37,896,507
Estimated Revenues/Transfers	24,520,313	19,462,498	23,191,576
Total Expenditures, including Capital	(25,211,577)	(20,573,752)	(23,609,809)
Ending Balance	\$ 39,007,761	\$ 37,896,507	\$ 37,478,274
CAPITAL PROJECT FUNDS			
Beginning Balance	50,841,937	42,244,284	40,010,951
Estimated Revenues/Transfers	9,685,215	8,626,867	8,726,561
Total Expenditures, including Capital	(18,282,868)	(10,860,200)	(10,295,635)
Ending Balance	\$ 42,244,284	\$ 40,010,951	\$ 38,441,877
ENTERPRISE FUNDS			
Beginning Balance	95,379,261	122,767,374	130,313,100
Estimated Revenues/Transfers	112,411,560	93,180,466	97,598,477
Total Expenditures, including Capital	(85,023,447)	(85,634,740)	(95,737,720)
Ending Balance	\$ 122,767,374	\$ 130,313,100	\$ 132,173,857
INTERNAL SERVICES FUND			
Beginning Balance	(1,291,849)	2,929,695	3,217,622
Estimated Revenues/Transfers	40,417,305	39,828,788	38,906,106
Total Expenditures, including Capital	(36,195,761)	(39,540,861)	(41,316,016)
Ending Balance	\$ 2,929,695	\$ 3,217,622	\$ 807,712

ANALYSIS OF BUDGET BY FUND

Analysis of Budget By Fund FY 2021-22	BEGINNING BALANCE	ESTIMATED REVENUES	TRANSFER IN/(OUT)	TOTAL AVAILABLE	OPERATIONS DEBT SERVICE	CAPITAL IMPROVEMENTS	TOTAL EXPENDITURE	ENDING BALANCE
GENERAL OPERATING FUNDS								
General Fund	51,849,180	150,547,518	(14,927,631)	187,469,067	143,139,506	-	143,139,506	44,329,561
Library Fund	-	155,000	9,281,851	9,436,851	9,672,418	-	9,672,418	(235,567)
Recreation Program Fund	-	831,000	1,422,026	2,253,026	2,253,026	-	2,253,026	-
Utility Users Tax	-	8,963,038	(8,918,579)	44,459	44,459	-	44,459	-
<i>Subtotal</i>	\$ 51,849,180	\$ 160,496,556	\$ (13,142,333)	\$ 199,203,403	\$ 155,109,409	\$ -	\$ 155,109,409	\$ 44,093,994
SPECIAL REVENUE FUNDS								
Traffic Safety Fund	240,293	11,946	1,784,238	2,036,477	2,036,477	-	2,036,477	-
Special Gas Tax Fund	4,955,328	3,923,909	1,600,000	10,479,237	3,344,215	1,600,000	4,944,215	5,535,022
GID-64 Maint District (RWS Maint Fund)	1,579,920	1,094,909	(579,007)	2,095,822	515,902	820,000	1,335,902	759,920
Seaport Centre Maintenance Fund	2,546,654	216,554	-	2,763,208	134,813	-	134,813	2,628,395
Seaport Blvd Landscape Maintenance Fund	566,207	219,070	-	785,277	253,836	-	253,836	531,441
Lido Maint District Fund (RWS Landscape Maint)	19,803	277,819	37,965	335,587	316,373	-	316,373	19,214
Grants Fund	726,431	5,713,692	-	6,440,123	2,455,966	418,000	2,873,966	3,566,157
Human Services Financial Assistance Fund	467,492	6,172	-	473,664	100,000	-	100,000	373,664
Low & Moderate Income Housing Asset Fund	(1,391,751)	33,762	-	(1,357,989)	2,471,410	-	2,471,410	(3,829,399)
S.L.E.S.F. Grant Fund	695,237	217,862	-	913,099	125,000	-	125,000	788,099
Planning Cost Recovery Fund	(363,277)	400,000	-	36,723	812,000	-	812,000	(775,277)
Community Benefits Fund	2,443,463	31,072	-	2,474,535	-	-	-	2,474,535
Housing Legal Aid Society Fund	143,453	-	-	143,453	-	-	-	143,453
Housing In-Lieu Fees & Other Rev Fund	161,668	-	-	161,668	2,010,261	-	2,010,261	(1,848,593)
Housing Support Fund	-	-	-	-	324,545	-	324,545	(324,545)
Affordable Housing & Other Rev Fund	4,187,344	4,958,420	-	9,145,764	530,405	-	530,405	8,615,359
Transportation Grants Fund	4,179,606	849,349	-	5,028,955	454,798	-	454,798	4,574,157
Traffic Mitigation Fees Fund	8,799,314	248,422	-	9,047,736	18,540	1,316,000	1,334,540	7,713,196
Traffic Impact Fees Fund	4,438,355	54,401	-	4,492,756	-	-	-	4,492,756
Transportation Fund	3,275,335	2,091,021	-	5,366,356	451,268	3,100,000	3,551,268	1,815,088
Other Restricted Donations/Grants Fund	225,632	-	-	225,632	-	-	-	225,632
<i>Subtotal</i>	\$ 37,896,507	\$ 20,348,380	\$ 2,843,196	\$ 61,088,083	\$ 16,355,809	\$ 7,254,000	\$ 23,609,809	\$ 37,478,274
CAPITAL IMPROVEMENT FUNDS								
Capital Outlay Fund	26,034,041	282,486	7,268,579	33,585,106	3,021,600	5,967,038	8,988,638	24,596,468
GID Facilities Fees Fund	459,206	5,451	-	464,657	-	-	-	464,657
Shores Transportation Imprv. District Fund	644,807	7,653	-	652,460	-	-	-	652,460
Parks Impact and In Lieu Fees Fund	12,369,035	1,104,935	-	13,473,970	6,997	1,300,000	1,306,997	12,166,973
Art in Public Places Fund	52,699	149	50,000	102,848	-	-	-	102,848
PEG Fees Fund	346,919	4,120	-	351,039	-	-	-	351,039
One Marina Construction Fund	104,244	3,188	-	107,432	-	-	-	107,432
<i>Subtotal</i>	\$ 40,010,951	\$ 1,407,982	\$ 7,318,579	\$ 48,737,512	\$ 3,028,597	\$ 7,267,038	\$ 10,295,635	\$ 38,441,877
ENTERPRISE FUNDS								
Parking Fund	5,362,110	1,963,142	1,743,510	9,068,762	3,706,652	150,000	3,856,652	5,212,110
Water Fund	35,774,001	50,224,036	839,626	86,837,663	40,573,195	8,574,550	49,147,745	37,689,918
Sewer Fund	88,887,316	42,714,873	(628,790)	130,973,399	36,971,693	5,019,550	41,991,243	88,982,156
Docktown Marina Fund	289,673	-	742,080	1,031,753	742,080	-	742,080	289,673
<i>Subtotal</i>	\$ 130,313,100	\$ 94,902,051	\$ 2,696,426	\$ 227,911,577	\$ 81,993,620	\$ 13,744,100	\$ 95,737,720	\$ 132,173,857
TOTAL	\$ 260,069,738	\$ 277,154,969	\$ (284,132)	\$ 536,940,575	\$ 256,487,435	\$ 28,265,138	\$ 284,752,573	\$ 252,188,002
<i>(excluding Internal Service)</i>								
INTERNAL SERVICE FUNDS								
Equipment Services Fund	16,114,237	6,016,922	-	22,131,159	5,832,671	-	5,832,671	16,298,488
Internal Services Fund/Technology Fund	(18,795,005)	13,675,426	(15,868)	(5,135,447)	13,613,908	-	13,613,908	(18,749,355)
Workers' Compensation Ins. Fund	3,236,153	5,972,520	-	9,208,673	8,321,995	-	8,321,995	886,678
General Liability Insurance Fund	2,067,219	4,570,098	-	6,637,317	4,541,008	-	4,541,008	2,096,309
Employee Benefits Fund	595,018	8,387,008	300,000	9,282,026	9,006,434	-	9,006,434	275,592
<i>Subtotal</i>	\$ 3,217,622	\$ 38,621,974	\$ 284,132	\$ 42,123,728	\$ 41,316,016	\$ -	\$ 41,316,016	\$ 807,712
FIDUCIARY FUNDS								
Successor Agency Trust Fund	(13,777,066)	3,565,375	-	(10,211,691)	3,598,617	-	3,598,617	(13,810,308)
Assessment Districts Fund	2,028,061	1,057,095	-	3,085,156	1,037,064	-	1,037,064	2,048,092
<i>Subtotal</i>	\$ (11,749,005)	\$ 4,622,470	\$ -	\$ (7,126,535)	\$ 4,635,681	\$ -	\$ 4,635,681	\$ (11,762,216)
TOTAL ALL FUNDS	\$ 251,538,355	\$ 320,399,413	\$ -	\$ 571,937,768	\$ 302,439,132	\$ 28,265,138	\$ 330,704,270	\$ 241,233,498

ANALYSIS OF BUDGET BY FUND

Discussion of Changes in Fund Balance

General Operating Funds

Fund Balance in the General Operating Funds is expected to decrease 15.0 percent in FY 2021-22, based on the adopted budget. There are five categories that comprise fund balance: nonspendable, restricted, committed, assigned, and unassigned.

The decrease to the total fund balance is primarily due to the proposed expenditures related to one-time funding. Any year-end operating balance above the reserve policy of 15 percent will be encumbered by the City Council in the subsequent fiscal year.

Special Revenue Funds

Fund Balance in the Special Revenue Funds is expected to decrease 1.1 percent in FY 2021-22. The primary driver of the decrease is related to the timing of expenditures in relation to the receipt of grant and other restricted funds.

Capital Projects Funds

Fund Balance in the Capital Projects Funds is expected to decrease 3.9 percent in FY 2021-22. This decrease is primarily due to outlay of funds for capital projects exceeding current year revenues. Funding for the Capital Projects in these Funds is derived from many sources. Careful consideration and planning went into creating a Five Year Capital Improvement Program to fund, prioritize, and monitor capital investments in the City. The Five Year Capital Improvement Program is available for public review online and in the City's reference library.

Enterprise Funds

Fund Balance in the Enterprise Funds is expected to increase 14.3 percent in FY 2021-22. Excess revenues in the Water and Sewer Funds are the drivers of the increase in fund balance. Accumulating funds in the Water Fund is part of a long term Urban Water Management Plan used to describe current and future water resources and demands and how the City will plan to have adequate and reliable water supply in the future. Similarly, the Sewer Master Plan is a long term plan that addresses needs for the sewer infrastructure that City residents rely on, and accumulating funds to use to finance both current and planned City and SVCW capital projects.

Internal Services Funds

Fund Balance in the Internal Service Funds is expected to decrease by 74.9 percent in FY 2021-22. The biggest driver of this decrease is the planned and budgeted use of workers compensation funds that have been accumulated to pay claims.

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2019-20	ESTIMATE FY 2020-21	ADOPTED BUDGET FY 2021-22
GENERAL FUND			
CHARGES FOR CURRENT SERVICES			
Planning Fees	1,457,231	1,110,000	1,000,000
Geographic Information System Fee	931,833	840,000	800,000
Fire Services	8,110,899	9,356,686	8,756,183
Fire Inspection Fees	587,600	297,105	508,149
Police Services	429,375	189,035	236,620
Plan Checking Fees	3,023,758	2,386,787	2,266,585
Garbage Collection Franchise Fees	2,899,967	2,883,556	2,911,542
Engineering Services	856,725	740,000	740,000
Accounting Services	222,495	231,437	140,839
Reimbursable Planning Contracts	119	-	-
Shopping Cart Collection Fees	9,104	5,000	4,000
Planning Cost Recovery	385,230	425,000	380,000
Courthouse Square Rental Income	(2,074)	654	500
After School Program Fees	387,643	143,380	80,000
Downtown Program Revenues	271,643	268,000	268,000
Construction Demolition Debris Income	104,779	130,000	130,000
Cannabis - annual op permit	4,900	-	-
Subtotal Charges for Current Services	\$ 19,681,227	\$ 19,006,640	\$ 18,222,418
FINES AND FORFEITURES			
Parking Fines	(35,288)	350,000	400,000
Administrative Citation Fines	5,766	1,500	2,000
Subtotal Fines and Forfeitures	\$ (29,522)	\$ 351,500	\$ 402,000
FORMER REDEVELOPMENT AGENCY			
Property Tax Revenue	9,364,669	5,844,080	5,729,028
Total Former RDA Revenues	\$ 9,364,669	\$ 5,844,080	\$ 5,729,028
LIBRARY REVENUE			
Library Grants	321,744	294,161	125,000
County Contribution to Fair Oaks Library	458,819	235,567	-
Library Services	57,663	34,269	30,000
Total Library Revenue	\$ 838,226	\$ 563,997	\$ 155,000
LICENSES AND PERMITS			
Building Permits	3,002,423	3,900,000	4,500,000
Other Licenses and Permits	2,248,789	3,112,307	3,107,334
Parking Permits			
Fire Permits	657	5,364	1,928
Subtotal Licenses and Permits	\$ 5,251,869	\$ 7,017,671	\$ 7,609,262
OTHER REVENUE			
Sale of Property	95,000	-	-
Right of Way Compensation:			
Water Fund	2,583,167	2,583,167	2,583,167
Sewer Fund	2,129,465	2,129,465	2,129,465
Parking Fund	42,000	42,000	42,000
Interdepartmental Operating Transfers	2,286,633	2,400,963	2,511,407
Other Revenues	952,605	818,772	815,900
Total Other Revenue	\$ 8,088,870	\$ 7,974,367	\$ 8,081,939

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2019-20	ESTIMATE FY 2020-21	ADOPTED BUDGET FY 2021-22
GENERAL FUND CONTINUED			
OTHER TAXES & FEES			
Sales and Use Taxes	32,559,083	31,622,000	33,328,814
Franchise Fees	1,845,464	1,977,847	1,786,966
Transient Occupancy Taxes	6,063,801	1,600,000	2,750,000
Property Transfer Taxes	1,038,267	788,266	650,000
Business License Taxes	3,061,509	2,537,257	2,889,074
Subtotal Other Taxes	\$ 44,568,124	\$ 38,525,370	\$ 41,404,854
PROPERTY TAXES			
Current Year Secured Taxes	39,937,565	40,578,874	42,063,548
Current Year Unsecured Taxes	1,333,070	1,690,786	1,857,876
Prior Year Taxes	(29,720)	(30,000)	(30,000)
Teeter Plan/ERAF Return from County	6,776,776	9,978,225	4,200,000
Property Tax In-Lieu of VLF	9,394,722	5,988,563	7,414,219
Subtotal Property Taxes	\$ 57,412,413	\$ 58,206,448	\$ 55,505,643
RECREATION REVENUES			
Recreation Program Fees	2,298,962	829,424	831,000
Subtotal Recreation Prog Fees	\$ 2,298,962	\$ 829,424	\$ 831,000
REVENUE FROM OTHER AGENCIES			
American Rescue Plan Act	-	-	9,241,531
Motor Vehicle In-Lieu Fee	67,526	50,000	50,000
Proposition 172 Sales Tax	807,401	824,842	836,445
Police Officer Training Reimbursement	39,127	20,000	50,000
Homeowner Property Tax Relief	173,938	207,316	200,000
State-Mandated Program Reimbursement	103,719	100,000	50,000
Recreation Program Grants	1,079,413	2,425,044	-
State Contribution for Streets	70,200	70,200	70,200
County Fair Oaks Information and Referral Contributions	298,466	278,869	231,948
Fair Oaks Center Contribution/Grants	287,369	287,369	287,369
Paramedic Program Contribution	122,457	122,457	122,457
Contribution from Port of Redwood City	616,466	597,000	597,000
Subtotal Revenue from Other Agencies	\$ 3,666,082	\$ 4,983,097	\$ 11,736,950
USE OF MONEY AND PROPERTY			
Interest Income	3,071,151	2,006,780	1,605,424
Rents and Concessions	563,679	233,470	250,000
Subtotal Uses of Money and Property	\$ 3,634,830	\$ 2,240,250	\$ 1,855,424
UTILITY USERS TAX			
Utility Users Tax	9,258,184	8,865,689	8,963,038
Total Utility Users Tax	\$ 9,258,184	\$ 8,865,689	\$ 8,963,038
Total General Fund Revenues	\$ 164,033,934	\$ 154,408,533	\$ 160,496,556

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2019-20	ESTIMATE FY 2020-21	ADOPTED BUDGET FY 2021-22
SPECIAL REVENUE FUNDS			
AFFORDABLE HOUSING AND OTHER REVENUES FUND			
Affordable Housing Impact Fees	1,068,360	1,753,182	4,633,630
Interest Income	75,828	67,184	53,748
TOT-Short term rental (FY 2020-21 Fund 281-30622)	405,960	25,257	271,042
Total Affordable Housing and Others Revenues Fund	\$ 1,550,148	\$ 1,845,623	\$ 4,958,420
COMMUNITY BENEFITS FUND			
Interest Income	44,112	38,840	31,072
Total Community Benefits Fund	\$ 44,112	\$ 38,840	\$ 31,072
GAS TAX OPERATING FUNDS			
Gas Tax Section 2107 and 2017.5	565,249	533,660	632,481
SB1 - Loan Repayment Funds	95,917	-	-
Sec 2031 - RMRA Revenue Allocation	1,477,714	1,450,265	1,667,533
Gas Tax Section 2105	439,861	441,349	491,114
Gas Tax Section 2106	301,396	303,743	312,991
Gas Tax Interest Income	21,120	51,363	41,090
Hauling Fees and Miscellaneous	61,877	28,030	25,000
Gas Tax section 7360 Prop 42 Replacement	611,201	-	-
Gas Tax section 2103 Prop 42 Replacement	-	680,743	753,700
Total Gas Tax Funds	\$ 3,574,335	\$ 3,489,153	\$ 3,923,909
GRANTS			
Interest Income	21,600	17,657	14,126
Community Development Block Grant	416,106	2,785,158	5,359,270
Program Income	42,852	7,147	5,718
Vehicle License Fee Surcharge	354,475	400,000	280,000
Other Restricted Donations/Grants	67,828	43,351	54,578
Total Grants	902,861	3,253,313	5,713,692
HUMAN SERVICES FINANCIAL ASSISTANCE			
Interest Income	9,166	7,714	6,172
Total Human Services Financial Assistance	\$ 9,166	\$ 7,714	\$ 6,172
LOW AND MODERATE INCOME HOUSING ASSET FUND			
Interest Income	160,980	48,702	33,762
Other Revenues	398	-	-
Total Low and Moderate Income Housing Asset Fund	\$ 161,378	\$ 48,702	\$ 33,762
MAINTENANCE DISTRICTS			
GID 1-64	1,036,583	1,082,132	1,094,909
Seaport Centre	227,049	223,943	216,554
Seaport Boulevard	222,115	220,713	219,070
Lido Area	268,917	279,393	277,819
Total Maintenance District Funds	\$ 1,754,664	\$ 1,806,181	\$ 1,808,352
PLANNING COST RECOVERY FUND			
Reimbursable Planning Contracts	971,394	350,000	400,000
Planning Cost Recovery	57,016	51,060	-
Total Planning Cost Recovery	\$ 1,028,410	\$ 401,060	\$ 400,000

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2019-20	ESTIMATE FY 2020-21	ADOPTED BUDGET FY 2021-22
SPECIAL REVENUE FUNDS			
SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND GRANT			
S.L.E.S.F. Grant	202,754	154,461	210,000
Interest Income	9,642	9,826	7,862
Total S.L.E.S.F Grant	\$ 212,396	\$ 164,287	\$ 217,862
TRAFFIC IMPACT FEES FUND			
Developer Contributions	(46,220)	-	-
Interest Income	87,217	68,002	54,401
Total Traffic Impact Fees Fund	\$ 40,997	\$ 68,002	\$ 54,401
TRAFFIC MITIGATION FEES FUND			
Traffic Mitigation Fees	558,847	100,000	200,000
Interest Income - Trustee Accounts	81,810	60,526	48,422
Interest Income	59,861	-	-
Total Transportation Grants Fund	\$ 700,518	\$ 160,526	\$ 248,422
TRAFFIC SAFETY FUND			
Traffic Safety	135,275	63,433	11,946
Total Traffic Fines	\$ 135,275	\$ 63,433	\$ 11,946
TRANSPORTATION FUND			
Measure 'A' Funds (now separate Meas W funds)	2,897,845	1,778,778	2,049,259
Miscellaneous Contributions	300	-	-
Interest Income	41,867	52,203	41,762
Total Measure 'A' Funds	\$ 2,940,012	\$ 1,830,981	\$ 2,091,021
TRANSPORTATION GRANTS FUNDS			
Transportation Grants	3,372,955	3,694,488	-
Other Grants	242,254	1,117,399	848,586
Developer Contributions	4,589,270	1,755,942	-
Interest Income	(49,855)	954	763
Total Transportation Grants Fund	\$ 8,154,624	\$ 6,568,783	\$ 849,349
Total Special Revenue Funds	\$ 21,208,896	\$ 19,746,598	\$ 20,348,380

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2019-20	ESTIMATE FY 2020-21	ADOPTED BUDGET FY 2021-22
CAPITAL PROJECT FUNDS			
ASSESSMENT DISTRICT BOND PROCEEDS AND INTEREST INCOME			
Redwood Shores Traffic Improvement	10,718	9,566	7,653
Total Assessment District Fund	\$ 10,718	\$ 9,566	\$ 7,653
CAPITAL OUTLAY FUND			
Other Revenues	123,526	50,571	45,000
Art in Public Places Fund	4,324	187	149
Interest Income	442,840	296,858	237,486
Total Capital Projects Fund	\$ 570,690	\$ 347,616	\$ 282,635
GID 1-64 FACILITIES FEES FUND			
Interest Income	7,634	6,814	5,451
Total GID-64 Facilities Fees Fund	\$ 7,634	\$ 6,814	\$ 5,451
ONE MARINA CONSTRUCTION FUND			
Interest Income	16,169	3,985	3,188
Total One Marina Construction Fund	\$ 16,169	\$ 3,985	\$ 3,188
PARKS IMPACT FEES FUND			
Developer Contributions	225,479	250,000	1,000,000
Interest Income	155,496	82,488	65,990
Total Parks Impact Fees Fund	\$ 380,975	\$ 332,488	\$ 1,065,990
PARKS IN-LIEU FEES FUND			
Interest Income	54,544	48,681	38,945
Total Parks In-Lieu Fees	\$ 54,544	\$ 48,681	\$ 38,945
PEG FEES FUND			
PEG Fees	7,864	-	-
Interest Income	5,719	5,150	4,120
Total PEG Fees Fund	\$ 13,583	\$ 5,150	\$ 4,120
Total Capital Project Funds	\$ 1,054,313	\$ 754,300	\$ 1,407,982

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2019-20	ESTIMATE FY 2020-21	ADOPTED BUDGET FY 2021-22
ENTERPRISE FUNDS			
DOCKTOWN MARINA			
Rent	10,058	13,937	-
Miscellaneous	(211,698)	-	-
Total Docktown Marina Fund	\$ (201,640)	\$ 13,937	\$ -
PARKING			
Property Taxes	449,200	388,258	399,896
Parking Fees	1,672,503	1,400,000	1,340,000
Parking In-Lieu Fees	50,000	-	25,000
Interest Income	295,028	247,807	198,246
Total Parking Fund	\$ 2,466,731	\$ 2,036,065	\$ 1,963,142
SEWER UTILITY			
Interest Income	583,664	464,959	371,967
Facility Fees	3,000	1,300	1,000
Sewer Service Charges	31,805,189	32,234,149	34,022,684
Fair Oaks District	8,464,634	6,146,379	6,313,098
Emerald Lakes Area	1,519,866	1,588,257	1,659,728
Woodside Sewer Service	119,635	113,811	124,496
Miscellaneous Revenues	73,846	34,209	21,900
Contributions	94,674	-	-
Sewer Facility Fees	369,543	273,760	200,000
Total Sewer Utility Fund	\$ 43,034,051	\$ 40,856,824	\$ 42,714,873
WATER UTILITY			
Interest Income	769,773	877,460	701,968
Facility Fees	20,365	6,007	3,135
Connection Fees	178,718	145,330	175,000
Water Capacity Fees	510,812	582,330	500,000
Basic Service Charges	15,100,316	14,796,070	15,431,562
Water Sales	30,939,417	31,514,761	32,868,321
Insurance Reimbursements	(278)	-	-
Miscellaneous Revenues	202,325	90,000	94,050
Federal & State Grants	394,968	21,683	-
Water Facilities Fees	454,512	450,000	450,000
Total Water Utility Fund	\$ 48,570,928	\$ 48,483,641	\$ 50,224,036
Total Enterprise Funds	\$ 93,870,070	\$ 91,390,467	\$ 94,902,051
TOTAL REVENUES ALL FUNDS	\$ 280,167,213	\$ 266,299,898	\$ 277,154,969
(excluding Internal Service Funds and Fiduciary)			

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2019-20	ESTIMATE FY 2020-21	ADOPTED BUDGET FY 2021-22
INTERNAL SERVICE FUNDS			
EMPLOYEE BENEFITS FUND			
Charges and Interest	8,069,212	8,803,510	8,387,008
Total Employee Benefits Fund	\$ 8,069,212	\$ 8,803,510	\$ 8,387,008
EQUIPMENT SERVICES FUND			
Internal Service Charges	4,980,992	5,302,890	5,658,596
Interest Income	298,152	208,467	166,773
Miscellaneous	124,633	161,903	191,553
Total Equipment Services Fund	\$ 5,403,777	\$ 5,673,260	\$ 6,016,922
GENERAL LIABILITY INSURANCE FUND			
General Liability Insurance Charges	3,918,875	4,367,217	4,516,239
Interest Income	71,892	67,323	53,859
Total General Liability Insurance Fund	\$ 3,990,767	\$ 4,434,540	\$ 4,570,098
INTERNAL SERVICES FUND			
Facility Maintenance Services	2,272,381	2,335,591	2,577,309
Facility Custodial Services	2,148,974	2,242,884	2,406,449
Information Technology (IT) Services	2,263,364	2,806,568	2,788,426
IT Services - Other Agencies	1,164,335	1,247,815	1,153,868
Telephone Services	492,881	493,606	517,934
Communication Services	3,517,655	3,711,094	3,830,482
Fire Equipment Replacement	137,771	137,771	160,091
PC Refresh	344,133	344,133	224,999
Miscellaneous	600	1,200	
Interest Income	12,278	19,835	15,868
Total Internal Services Fund	\$ 12,354,372	\$ 13,340,497	\$ 13,675,426
WORKERS' COMPENSATION INSURANCE FUND			
Workers' Comp. Insurance Charges	8,173,495	7,737,605	5,604,877
Charges to Port	-	53,544	-
Interest Income	489,337	459,554	367,643
Total Worker's Compensation Ins. Fund	\$ 8,662,832	\$ 8,250,703	\$ 5,972,520
Total Internal Services Funds	\$ 38,480,960	\$ 40,502,510	\$ 38,621,974

Note: Revenues above do not include Redwood City 2020 Fund.

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
CITY COUNCIL			
City Council (61110)	310,805	336,966	331,871
Human Svcs. Assistance (64213)	34,800	59,800	59,800
Total	\$ 345,605	\$ 396,766	\$ 391,671
CITY MANAGER			
Management/Policy Execution (61210)	876,754	1,046,047	1,110,162
Organizational Efficiencies (61223)	29,359	100,000	100,000
Communications/Community Engagement (61220)	1,012,192	1,305,852	1,428,353
Economic Development (61240)	347,086	491,393	504,664
Diversity, Equity, Inclusion Initiatives (61260)(61711)	-	100,000	310,127
Homelessness and Healthy Streets (61250)	-	-	650,000
Affordable Housing (66457)	17,301	100,000	100,000
Total	\$ 2,282,693	\$ 3,143,293	\$ 4,203,306
CITY ATTORNEY			
Legal Services (61510)	1,380,078	1,892,325	2,014,236
Total	\$ 1,380,078	\$ 1,892,325	\$ 2,014,236
CITY CLERK			
Legisl. Svcs./Records Mgmt. (61310)	617,441	899,503	964,815
Elections (61320)	56,900	394,617	402,714
Council Support (61330)	31,996	73,785	73,785
Total	\$ 706,338	\$ 1,367,906	\$ 1,441,314
ADMINISTRATIVE SERVICES			
Admin. Supp. Svcs. (61710)	17,020,569	2,936,280	3,090,290
Financial Services (61430)	1,424,561	2,046,429	2,283,457
Revenue Services (61410) **	227,961	210,836	210,836
Total	\$ 18,673,091	\$ 5,193,546	\$ 5,584,583
COMMUNITY DEVELOPMENT & TRANSPORTATION			
Community Development Admin (63010)	420,464	523,818	592,278
Building Regulation (63110)	4,200,091	4,680,835	4,789,117
Code Enforcement (63310)	677,532	1,070,316	1,122,642
General Engineering (65121)	478,436	460,959	493,023
Subdivision Engineering (65122)	47,707	515,119	513,498
Flood & Sea Level Rise Resiliency Ag (65125)	55,000	55,000	55,000
Planning (63210)	1,948,093	2,673,148	2,773,660
Strategic Planning (63220)	529,160	1,039,041	1,182,116
Total	\$ 8,356,483	\$ 11,018,236	\$ 11,521,335
FIRE			
Administration (62210)	921,798	2,074,541	2,449,592
Operations (62220)	19,198,312	23,577,897	25,254,207
San Carlos Fire (62225-26)	3,249,986	7,577,956	8,190,945
Prevention (62230)	1,119,159	1,631,184	1,739,047
Training (62240)	284,789	763,813	794,722
Emergency Medical Services (62245)	7,134	29,155	46,355
Emergency Operations (62260)	105,319	115,378	116,502
Total	\$ 24,886,497	\$ 35,769,924	\$ 38,591,370

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS CONT.	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
HUMAN RESOURCES			
Human Resources (61610)	1,326,057	1,989,828	2,070,876
Total	\$ 1,326,057	\$ 1,989,828	\$ 2,070,876
LIBRARY			
Administrative Svcs. Unit (66251)	1,495,494	1,747,370	1,800,524
Downtown Library (66261)	3,202,377	3,795,309	4,045,294
Literacy Services Unit (66281)	(8,865)	1,071,291	1,101,971
Children's & Teen Svcs & Comm Outreach (66282)	935,993	1,040,648	1,108,353
Neighborhood Libraries and Outreach (66290)	1,234,304	1,571,386	1,616,276
Total	\$ 6,859,303	\$ 9,226,003	\$ 9,672,418
PARKS, RECREATION AND COMMUNITY SERVICES			
Fair Oaks Community Center (64211)	903,270	1,124,683	1,177,769
Information/Referral (64212)	447,736	825,690	876,021
Fair Oaks Senior Services (64218)	62,859	67,588	70,823
Administration (66110)	1,233,015	1,851,410	1,950,899
Civic Cultural Commission (66111)	65,843	73,896	73,896
Landscape Maintenance-City (66121)	2,386,530	3,135,059	3,332,666
Landscape Mtc.-Redwood Shores (66122)	1,116,665	1,358,794	1,417,291
Landscape Maintenance - Downtown (66124)	719,854	811,753	868,016
Youth and Teen Services (66131)	330,121	406,448	438,500
Elementary Activities (66133)	183,474	793,885	818,699
Teen Activities (66135)	146,298	328,197	355,357
After School Program Grant (66137)	56,344	1,478,828	1,508,222
Preschool Program (66139)	-	76,900	76,900
Red Morton Community Center (66142)	1,240,296	1,212,257	1,466,217
Aquatics Program (66145)	150,764	112,342	107,825
Adult Sports (66147)	62,106	246,960	253,062
Middle School Sports (66148)	299,258	491,553	365,442
Special Interest Classes (66161)	275,323	1,076,600	1,094,420
Sandpiper Community Center (66162)	492,735	601,317	623,593
Sandpiper Youth Club (66163)	245,926	261,345	268,747
Community Services (66172)	1,114,903	1,549,446	1,552,414
Senior Shuttle and Events (66179)	-	10,000	10,000
Downtown Development Program (66429)	453,637	657,580	653,480
Total	\$ 11,986,955	\$ 18,552,533	\$ 19,360,257
POLICE			
Administration (62111)	9,238,513	10,060,216	9,465,672
Records (62112)	982,205	1,263,445	1,267,637
Training (62113)	650,475	722,077	748,022
Property/Evidence (62114)	309,933	519,133	532,168
Police Activities League (62115)	84,062	104,439	104,457
Patrol Services (62131)	19,312,973	27,000,662	28,459,811
Criminal Investigation (62134)	5,428,289	6,533,199	6,706,735
Total	\$ 36,006,451	\$ 46,203,170	\$ 47,284,501

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS CONT.	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
PUBLIC WORKS SERVICES			
Climate Action Plan Programs (65138)	-	30,000	530,000
Street System Maintenance (65132)	275,249	296,391	314,250
Street Cleaning (65133)	303,351	287,350	287,350
Sidewalk Maintenance/Replacement (65134)	23,263	24,363	37,115
Street Tree Maintenance (65135)	800,257	921,381	1,058,150
Downtown/Entry Feature Maintenance (65136)	16,511	11,889	11,889
Storm Water Collection/Disposal (65161)	19,784	27,000	28,755
Trash & Recycling Efforts (65186)	19,199	20,862	21,546
Water Resources Management (65146)	-	3,793	3,793
Total	\$ 1,457,615	\$ 1,623,029	\$ 2,292,847
NON-DEPARTMENTAL			
Non-departmental - American Rescue Plan Act (89999)	-	-	9,241,531
Mental Health/Law Enforcement Pilot Program (61710)	-	200,000	200,000
Covid 19 (89999-54-2189)	-	-	1,000,000
Building Division Study Recommendations (61710)	-	450,000	450,000
Total	\$ -	\$ 650,000	\$ 10,891,531
TOTAL GENERAL FUNDS	\$ 114,267,164	\$ 137,026,558	\$ 155,320,245
SPECIAL REVENUE FUNDS			
AFFORDABLE HOUSING AND OTHER REVENUE			
City Manager			
Housing Projects (66457)	45,314	558,054	530,405
Fund Total	\$ 45,314	\$ 558,054	\$ 530,405
GAS TAX STREET IMPROVEMENT FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	1,290	1,500	1,500
Public Works			
Street System Maint. (65132)	1,250,028	1,456,142	1,440,219
Street Cleaning (65133)	136,573	263,710	269,702
Sidewalk Maint. & Replacement (65134)	1,267,597	1,428,245	1,149,120
Storm Water Coll. & Disposal (65161)	171,615	308,447	300,623
Trash & Recycling Efforts (65186)	122,961	177,469	183,052
	2,948,775	3,634,013	3,342,715
Fund Total	\$ 2,950,065	\$ 3,635,513	\$ 3,344,215
GID 1-64 MAINTENANCE & OPERATION			
Public Works			
Storm Water Coll. & Disposal (65161)	303,835	506,113	515,902
Fund Total	\$ 303,835	\$ 506,113	\$ 515,902

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
GRANTS FUND			
Federal Grants/Rental Income Program			
City Manager			
CDBG Admin-Housing Employees (66310)	4,478	(426)	282
HOME Administration (66354)	4,456	(39)	26
Rental Rehabilitation Admin (66380)	19	(227)	150
Home Administration (66354)	-	10,204	-
Home Improvement Program Support (66320)	-	12,941	-
General Administration-CDBG (66310)	-	173,724	241,732
Fair Housing Implementation (66311)	-	15,000	15,000
Habitat For Humanity-612 Jefferson (66318)	-	200,000	200,000
Minor Home Repair (66374)	-	61,080	61,080
Covid19 Emergency Rental Assistance (66482)	-	360,000	360,000
Public Services - CDBG (66483)	-	121,246	119,462
Economic Development CDBG (66484)	-	50,000	50,000
Housing & Pub Fac Impr Proj-CDBG (66485)	-	653,975	416,994
Habitat For Humanity-612 Jefferson (66318)	-	898,503	898,503
HOME Administration (66354)	-	58,993	58,993
Rehab.Admin.Not Funded By Grt. (66380)	-	81,633	33,744
Fund Total	\$ 8,953	\$ 2,696,606	\$ 2,455,966
HOUSING IN-LIEU FEES & OTHER REVENUES			
City Manager			
Habitat For Humanity-612 Jefferson (66318)	-	1,425,000	1,425,000
Housing Projects (66457)	-	585,261	585,261
Fund Total	\$ -	\$ 2,010,261	\$ 2,010,261
HOUSING SUPPORT FUND			
City Manager			
CDBG Admin-Housing Employees (66310)	-	-	281,066
Housing Projects (66457)	-	-	43,479
Fund Total	\$ -	\$ -	\$ 324,545
HUMAN SERVICES FINANCIAL ASST.			
Council			
Human Services Asst. (64213)	100,000	100,000	100,000
Fund Total	\$ 100,000	\$ 100,000	\$ 100,000
LAW ENFORCEMENT GRANTS			
Police			
Citizen's Option for Public Safety-Patrol (62131)	35,492	125,000	125,000
Fund Total	\$ 35,492	\$ 125,000	\$ 125,000

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
LOW & MODERATE INCOME HOUSING ASSET FUND			
City Manager			
Administration (66410)	170,770	290,713	35,817
Housing Projects (66457)	<u>25,893</u>	<u>2,435,593</u>	<u>2,435,593</u>
Fund Total	\$ 196,663	\$ 2,726,306	\$ 2,471,410
PLANNING COST RECOVERY			
Community Development			
Current Projects Planning (63210)	<u>7,523</u>	<u>812,000</u>	<u>812,000</u>
Fund Total	\$ 7,523	\$ 812,000	\$ 812,000
REDWOOD SHORES LANDSCAPE MAINT. DISTRICT			
Parks/Recreation			
Lido Landscape Maint. (66123)	<u>208,845</u>	<u>329,052</u>	<u>316,373</u>
Fund Total	\$ 208,845	\$ 329,052	\$ 316,373
SEAPORT CENTRE MAINTENANCE DISTRICT			
Community Development			
General Engineering (65121)	1,529	5,388	5,649
Public Works			
Water Supply & Distr. (65144)	329	6,760	6,776
Sewer System Maint. (65152)	31,611	58,919	60,282
Storm Water Coll. & Disposal (65161)	<u>29,118</u>	<u>58,996</u>	<u>62,105</u>
	<u>61,058</u>	<u>124,675</u>	<u>129,164</u>
Fund Total	\$ 62,587	\$ 130,064	\$ 134,813
SEAPORT LANDSCAPING MAINT. DISTRICT			
Community Development			
General Engineering (65121)	1,470	5,388	5,649
Public Works			
Storm Water Collection and Disposal (65161)	14,107	28,323	29,786
Parks/Recreation			
Seaport Blvd. Landscape Maint. (65184)	<u>188,494</u>	<u>213,107</u>	<u>218,402</u>
Fund Total	\$ 204,072	\$ 246,818	\$ 253,836
TRAFFIC MITIGATION FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	3,291	2,502	2,502
Parks/Recreation			
Shuttle Services (72623)	<u>156</u>	<u>16,028</u>	<u>16,038</u>
Fund Total	\$ 3,447	\$ 18,530	\$ 18,540

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
TRAFFIC SAFETY FUND			
Public Works			
Traffic Control Maint. (65131)	1,021,971	1,456,633	1,470,431
Paint and Sign Maint. (65137)	432,692	548,244	566,046
Fund Total	\$ 1,454,663	\$ 2,004,877	\$ 2,036,477
TRANSPORTATION FUND (Measure A and Measure W)			
Administrative Services			
Admin. Supp. Svcs. (61710)	244,247	253,837	253,837
Community Development			
Engineering (65121)	109,747	204,586	197,431
Fund Total	\$ 353,994	\$ 458,423	\$ 451,268
TRANSPORTATION GRANTS FUNDS			
Measure M Motor Vehicle License Fee			
Public Works			
Storm Water Col. & Disposal (65161)	434,089	391,252	454,798
Fund Total	\$ 434,089	\$ 391,252	\$ 454,798
TOTAL SPECIAL REVENUE FUNDS	\$ 6,369,543	\$ 16,748,871	\$ 16,355,809
CAPITAL OUTLAY FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	17,924	21,600	21,600
Community Development			
Program Administration (65112)	2,690,586	3,035,603	3,000,000
Fund Total	\$ 2,708,510	\$ 3,057,203	\$ 3,021,600
PARKS IMPACT AND IN-LIEU FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	9,193	6,997	6,997
Fund Total	\$ 9,193	\$ 6,997	\$ 6,997
TOTAL CAPITAL IMPROVEMENT FUNDS	\$ 2,717,703	\$ 3,064,200	\$ 3,028,597

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

ENTERPRISE FUNDS	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
PARKING FUND			
Administrative Services			
Revenue Services (61410) **	32,287	83,213	82,409
Admin. Support Svcs. (61710)	7,634	28,602	28,602
	39,921	111,815	111,011
Community Development			
Downtown Facilities Operations (65175)	1,408,983	1,805,195	1,824,362
Police			
Patrol Services (62131)	912,342	1,182,895	1,234,819
Public Works			
Street System Maint. (65132)	343,072	522,123	536,460
Fund Total	\$ 2,704,318	\$ 3,622,028	\$ 3,706,652
DOCKTOWN MARINA FUND			
Public Works			
Docktown Administration (66433)	402,615	857,114	741,796
Docktown Special Projects (75607)	271	229	284
Fund Total	\$ 402,886	\$ 857,343	\$ 742,080
SEWER FUND			
Administrative Services			
Admin. Support Svcs. (61710)	24,696	67,764	67,764
Revenue Services (61410) **	-	628,790	628,790
	24,696	696,554	696,554
Public Works			
Sewer System Maint. (65152)	5,900,543	7,217,579	7,396,264
Waste Water Treat. & Disposal (65154)	13,315,569	25,503,791	27,897,147
Storm Water Coll. & Disposal (65161)	679,054	929,425	981,728
	19,895,166	33,650,795	36,275,139
Fund Total	\$ 19,919,863	\$ 34,347,349	\$ 36,971,693
WATER FUND			
Administrative Services			
Revenue Services (61410)	1,573,075	2,150,327	2,149,326
Admin. Support Svcs. (61710)	28,148	119,727	119,727
	1,601,223	2,270,054	2,269,053
Public Works			
Water Customer Services (65142)	1,905,209	2,609,773	2,469,001
Water Supply & Distribution (65144)	6,882,057	7,973,760	8,403,119
SFWD Water Purchases (65145)	19,675,841	20,436,000	20,446,000
Water Resources Management (65146)	889,290	1,328,246	1,271,912
Recycled Water (65147)	5,051,633	5,357,365	5,409,110
Debt Service (61423)	334,095	305,000	305,000
	34,738,125	38,010,143	38,304,142
Fund Total	\$ 36,339,347	\$ 40,280,198	\$ 40,573,195
TOTAL ENTERPRISE FUNDS	\$ 59,366,413	\$ 79,106,917	\$ 81,993,620
TOTAL ALL FUNDS	\$ 182,720,823	\$ 235,946,546	\$ 256,698,271

(excluding Internal Svcs & Fiduciary Funds)

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

INTERNAL SERVICE FUNDS	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
GENERAL LIABILITY INSURANCE FUND			
Administrative Services			
Administrative Support (61710)	-	2,465	2,465
Risk Management Admin (67711)	253,524	356,627	377,979
Risk Management- General Liability (67712)	2,197,912	3,554,428	3,661,513
Risk Management- Property (67714)	406,904	498,302	499,052
Fund Total	\$ 2,858,339	\$ 4,411,821	\$ 4,541,008
EMPLOYEE BENEFITS FUND			
Administrative Services			
Employee Benefits (67810-850)	602,716	8,012,111	8,012,111
Leave Buyouts (67860)	-	994,323	994,323
Fund Total	\$ 602,716	\$ 9,006,434	\$ 9,006,434
EQUIPMENT SERVICES FUND			
Public Works			
Equipment Services (67230)	3,134,118	4,776,605	5,810,645
Administrative Services			
Administrative Support (61710)	6,937	22,026	22,026
Fund Total	\$ 3,141,055	\$ 4,798,631	\$ 5,832,671
INTERNAL SERVICES FUND			
Administrative Services			
Administrative Support (61710)	-	135,548	135,548
Information Technology (67110)	958,461	3,874,850	3,895,271
Telephone Services (67211)	224,417	332,145	344,113
	1,182,878	4,342,543	4,374,932
City Manager			
Receptionist Services (67212)	112,537	167,866	179,734
Fire			
Fire Operations (62220)	25,904	137,771	160,091
Police			
Central Dispatching Svcs. (67310)	2,869,086	3,721,550	3,827,217
Public Works			
Custodial Services (67241)	1,836,505	2,265,167	2,334,323
Bldg. Maint. & Repair Svcs. (67242)	2,246,337	2,403,874	2,512,611
	4,082,842	4,669,040	4,846,934
Fund Total	\$ 8,273,247	\$ 13,038,770	\$ 13,388,908

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

INTERNAL SERVICE FUNDS CONT.	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
TECHNOLOGY FUND			
Administrative Services			
Computer Replacement Prog (67111)	30,706	-	225,000
Fund Total	\$ 30,706	\$ -	\$ 225,000
WORKERS' COMPENSATION FUND			
Administrative Services			
Administrative Support (61710)	11,785	13,816	13,816
Risk Mgmt. - Workers' Comp (67713)	4,232,228	8,271,389	8,308,179
Risk Mgmt. - Workers' Comp FF (67717)	-	-	-
Fund Total	\$ 4,244,013	\$ 8,285,205	\$ 8,321,995
TOTAL INTERNAL SERVICE FUNDS	\$ 19,150,077	\$ 39,540,862	\$ 41,316,016

*FY 2019-20 Actual Expenditures do not include GASB Statement No.68 adjustment

** Recorded as a transfer out

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

GENERAL FUNDS	Employee Costs	Supplies & Services	Internal Svc Costs	Capital	Total
CITY COUNCIL					
City Council (61110)	215,244	3,158	113,469	-	331,871
Human Svcs. Assistance (64213)	-	59,800	-	-	59,800
Total	\$ 215,244	\$ 62,958	\$ 113,469	\$ -	\$ 391,671
CITY MANAGER					
Management/Policy Execution (61210)	756,838	173,759	179,565	-	1,110,162
Organizational Efficiencies (61223)	-	100,000	-	-	100,000
Communications/Community Engagement (61220)	1,001,751	418,295	8,307	-	1,428,353
Economic Development (61240)	355,640	146,280	2,744	-	504,664
Diversity, Equity, Inclusion Initiatives (61260)(61711)	210,127	100,000	-	-	310,127
Affordable Housing (66457)	-	100,000	-	-	100,000
Total	\$ 2,324,356	\$ 1,038,334	\$ 190,616	\$ -	\$ 3,553,306
CITY ATTORNEY					
Legal Services (61510)	1,584,746	323,758	105,732	-	2,014,236
Total	\$ 1,584,746	\$ 323,758	\$ 105,732	\$ -	\$ 2,014,236
CITY CLERK					
Legisl. Svcs./Records Mgmt. (61310)	724,105	135,716	104,994	-	964,815
Elections (61320)	66,787	334,232	1,695	-	402,714
Council Support (61330)	-	73,785	-	-	73,785
Total	\$ 790,892	\$ 543,733	\$ 106,689	\$ -	\$ 1,441,314
ADMINISTRATIVE SERVICES					
Admin. Supp. Svcs. (61710)	546,503	2,279,465	14,322	-	2,840,290
Financial Services (61430)	1,794,082	124,665	362,210	2,500	2,283,457
Revenue Services (61410) **	210,836	-	-	-	210,836
Total	\$ 2,551,421	\$ 2,404,130	\$ 376,532	\$ 2,500	\$ 5,334,583
COMMUNITY DEVELOPMENT & TRANSPORTATION					
Community Development Admin (63010)	462,915	74,179	55,184	-	592,278
Building Regulation (63110)	1,716,052	2,789,009	284,056	-	4,789,117
Code Enforcement (63310)	939,654	54,928	128,060	-	1,122,642
General Engineering (65121)	-	141,745	351,278	-	493,023
Subdivision Engineering (65122)	-	504,808	8,690	-	513,498
Flood & Sea Level Rise Resiliency Ag (65125)	-	55,000	-	-	55,000
Planning (63210)	2,407,708	126,878	239,074	-	2,773,660
Strategic Planning (63220)	1,111,441	62,387	8,288	-	1,182,116
Total	\$ 6,637,771	\$ 3,808,934	\$ 1,074,630	\$ -	\$ 11,521,335
FIRE					
Administration (62210)	1,431,837	593,951	409,804	14,000	2,449,592
Operations (62220)	18,609,293	3,504,266	3,140,648	-	25,254,207
San Carlos Fire (62225-26)	7,006,679	722,003	462,263	-	8,190,945
Prevention (62230)	1,387,881	287,347	63,819	-	1,739,047
Training (62240)	640,751	150,248	3,723	-	794,722
Emergency Medical Services (62245)	-	46,355	-	-	46,355
Emergency Operations (62260)	-	114,622	1,880	-	116,502
Total	\$ 29,076,441	\$ 5,418,792	\$ 4,082,137	\$ 14,000	\$ 38,591,370

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

GENERAL FUNDS CONT.	Employee Costs	Supplies & Services	Internal Svc Costs	Capital	Total
HUMAN RESOURCES					
Human Resources (61610)	1,376,457	416,688	277,731	-	2,070,876
Total	\$ 1,376,457	\$ 416,688	\$ 277,731	\$ -	\$ 2,070,876
LIBRARY					
Administrative Svcs. Unit (66251)	888,117	643,159	269,248	-	1,800,524
Downtown Library (66261)	2,424,495	753,021	867,778	-	4,045,294
Literacy Services Unit (66281)	1,007,540	21,741	72,690	-	1,101,971
Children's & Teen Svcs & Comm Outreach (66282)	1,079,068	9,408	19,877	-	1,108,353
Neighborhood Libraries and Outreach (66290)	1,270,998	76,716	268,562	-	1,616,276
Total	\$ 6,670,218	\$ 1,504,045	\$ 1,498,155	\$ -	\$ 9,672,418
PARKS, RECREATION AND COMMUNITY SERVICES					
Fair Oaks Community Center (64211)	672,417	101,679	403,673	-	1,177,769
Information/Referral (64212)	840,853	9,648	25,520	-	876,021
Fair Oaks Senior Services (64218)	-	-	70,823	-	70,823
Administration (66110)	1,592,355	194,623	138,921	25,000	1,950,899
Civic Cultural Commission (66111)	-	73,896	-	-	73,896
Landscape Maintenance-City (66121)	1,965,853	555,881	810,932	-	3,332,666
Landscape Mtc.-Redwood Shores (66122)	751,649	482,585	183,057	-	1,417,291
Landscape Maintenance - Downtown (66124)	447,653	128,239	292,124	-	868,016
Youth and Teen Services (66131)	263,560	18,265	156,675	-	438,500
Elementary Activities (66133)	704,406	88,800	25,493	-	818,699
Teen Activities (66135)	305,436	44,493	5,428	-	355,357
After School Program Grant (66137)	1,365,580	69,515	50,087	23,040	1,508,222
Preschool Program (66139)	69,000	7,900	-	-	76,900
Red Morton Community Center (66142)	505,906	179,242	781,069	-	1,466,217
Aquatics Program (66145)	5,210	47,725	54,890	-	107,825
Adult Sports (66147)	148,430	104,427	205	-	253,062
Middle School Sports (66148)	233,818	114,503	17,121	-	365,442
Special Interest Classes (66161)	286,551	804,981	2,888	-	1,094,420
Sandpiper Community Center (66162)	327,842	36,369	244,382	15,000	623,593
Sandpiper Youth Club (66163)	259,481	6,273	2,993	-	268,747
Community Services (66172)	918,367	177,407	444,440	12,200	1,552,414
Senior Shuttle and Events (66179)	-	10,000	-	-	10,000
Downtown Development Program (66429)	333,240	264,747	55,493	-	653,480
Total	\$ 11,997,605	\$ 3,521,198	\$ 3,766,214	\$ 75,240	\$ 19,360,257
POLICE					
Administration (62111)	1,211,463	1,013,932	7,226,027	14,250	9,465,672
Records (62112)	1,121,216	113,524	32,897	-	1,267,637
Training (62113)	514,265	222,216	11,541	-	748,022
Property/Evidence (62114)	483,756	27,177	21,235	-	532,168
Police Activities League (62115)	865	103,273	319	-	104,457
Patrol Services (62131)	23,731,687	2,143,882	2,574,938	9,304	28,459,811
Criminal Investigation (62134)	5,649,528	597,687	448,120	11,400	6,706,735
Total	\$ 32,712,779	\$ 4,221,691	\$ 10,315,077	\$ 34,954	\$ 47,284,501

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

GENERAL FUNDS CONT.	Employee Costs	Supplies & Services	Internal Svc Costs	Capital	Total
PUBLIC WORKS SERVICES					
Climate Action Plan Programs (65138)	-	530,000	-	-	530,000
Street System Maintenance (65132)	-	-	314,250	-	314,250
Street Cleaning (65133)	-	287,350	-	-	287,350
Sidewalk Maintenance/Replacement (65134)	-	-	37,115	-	37,115
Street Tree Maintenance (65135)	470,356	274,438	312,381	975	1,058,150
Downtown/Entry Feature Maintenance (65136)	-	11,889	-	-	11,889
Storm Water Collection/Disposal (65161)	-	-	28,755	-	28,755
Trash & Recycling Efforts (65186)	9,330	12,000	216	-	21,546
Water Resources Management (65146)	3,793	-	-	-	3,793
Total	\$ 483,479	\$ 1,115,677	\$ 692,717	\$ 975	\$ 2,292,847
NON-DEPARTMENTAL					
Non-departmental - American Rescue Plan Act (89999)	-	9,241,531	-	-	9,241,531
Mental Health/Law Enforcement Pilot Program (61710)	-	200,000	-	-	200,000
Covid 19 (89999-54-2189)	-	1,000,000	-	-	1,000,000
Building Study Recommendations (61710)	-	450,000	-	-	450,000
Total	\$ -	\$ 10,891,531	\$ -	\$ -	\$ 10,891,531
TOTAL GENERAL FUNDS	\$ 96,421,408	\$ 36,171,469	\$ 22,599,699	\$ 127,669	\$ 155,320,245
SPECIAL REVENUE FUNDS					
AFFORDABLE HOUSING AND OTHER REVENUE					
City Manager					
Housing Projects (66457)	17,366	512,459	580	-	530,405
Fund Total	\$ 17,366	\$ 512,459	\$ 580	\$ -	\$ 530,405
GAS TAX STREET IMPROVEMENT FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	1,500	-	-	1,500
Public Works					
Street System Maint. (65132)	626,906	270,680	542,633	-	1,440,219
Street Cleaning (65133)	240,206	19,714	9,782	-	269,702
Sidewalk Maint. & Replacement (65134)	290,667	9,396	849,057	-	1,149,120
Storm Water Coll. & Disposal (65161)	235,174	15,111	50,338	-	300,623
Trash & Recycling Efforts (65186)	176,680	-	6,372	-	183,052
Fund Total	\$ 1,569,633	\$ 316,401	\$ 1,458,181	\$ -	\$ 3,344,215
GID 1-64 MAINTENANCE & OPERATION					
Public Works					
Storm Water Coll. & Disposal (65161)	117,614	381,846	16,442	-	515,902
Fund Total	\$ 117,614	\$ 381,846	\$ 16,442	\$ -	\$ 515,902

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

SPECIAL REVENUE FUNDS CONT.	Employee Costs	Supplies & Services	Internal Svc Costs	Capital	Total
GRANTS FUND					
Federal Grants/Rental Income Program					
City Manager					
CDBG Admin-Housing Employees (66310)	-	-	282	-	282
HOME Administration (66354)	-	-	26	-	26
Rental Rehabilitation Administration (66380)	-	-	150	-	150
Home Administration (66354)	-	-	-	-	-
Home Improvement Program Support (66320)	-	-	-	-	-
General Administration-CDBG (66310)	221,927	19,805	-	-	241,732
Fair Housing Implementation (66311)	-	15,000	-	-	15,000
Habitat For Humanity-612 Jefferson (66318)	-	200,000	-	-	200,000
Minor Home Repair (66374)	-	61,080	-	-	61,080
Covid19 Emergency Rental Assistance (66482)	-	360,000	-	-	360,000
Public Services - CDBG (66483)	-	119,462	-	-	119,462
Economic Development CDBG (66484)	-	50,000	-	-	50,000
Housing & Pub Fac Impr Proj-CDBG (66485)	-	416,994	-	-	416,994
Habitat For Humanity-612 Jefferson (66318)	-	898,503	-	-	898,503
HOME Administration (66354)	-	58,993	-	-	58,993
Rehab.Admin.Not Funded By Grt. (66380)	33,744	-	-	-	33,744
Fund Total	\$ 255,671	\$ 2,199,837	\$ 458	\$ -	\$ 2,455,966
HOUSING IN-LIEU FEES & OTHER REVENUES					
City Manager					
Habitat For Humanity-612 Jefferson (66318)	-	1,425,000	-	-	1,425,000
Housing Projects (66457)	-	585,261	-	-	585,261
Fund Total	\$ -	\$ 2,010,261.00	\$ -	\$ -	\$ 2,010,261.00
HOUSING SUPPORT FUND					
City Manager					
CDBG Admin-Housing Employees (66310)	280,346	720	-	-	281,066
Housing Projects (66457)	-	33,918	9,561	-	43,479
Fund Total	\$ 280,346	\$ 34,638	\$ 9,561	\$ -	\$ 324,545
HUMAN SERVICES FINANCIAL ASST.					
Council					
Human Services Asst. (64213)	-	100,000	-	-	100,000
Fund Total	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
LAW ENFORCEMENT GRANTS					
Police					
Citizen's Option for Public Safety-Patrol (62131)	-	125,000	-	-	125,000
Fund Total	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

<u>SPECIAL REVENUE FUNDS CONT.</u>	<u>Employee Costs</u>	<u>Supplies & Services</u>	<u>Internal Svc Costs</u>	<u>Capital</u>	<u>Total</u>
LOW & MODERATE INCOME HOUSING ASSET FUND					
City Manager					
Administration (66410)	-	-	35,817	-	35,817
Housing Projects (66457)	-	2,435,593	-	-	2,435,593
Fund Total	\$ -	\$ 2,435,593	\$ 35,817	\$ -	\$ 2,471,410
PLANNING COST RECOVERY					
Community Development					
Current Projects Planning (63210)	-	812,000	-	-	812,000
Fund Total	\$ -	\$ 812,000	\$ -	\$ -	\$ 812,000
REDWOOD SHORES LANDSCAPE MAINT. DISTRICT					
Parks/Recreation					
Lido Landscape Maint. (66123)	206,631	87,094	22,648	-	316,373
Fund Total	\$ 206,631	\$ 87,094	\$ 22,648	\$ -	\$ 316,373
SEAPORT CENTRE MAINTENANCE DISTRICT					
Community Development					
General Engineering (65121)	5,607	-	42	-	5,649
Public Works					
Water Supply & Distr. (65144)	-	6,415	361	-	6,776
Sewer System Maint. (65152)	27,920	28,211	4,151	-	60,282
Storm Water Coll. & Disposal (65161)	34,559	23,160	4,386	-	62,105
Fund Total	\$ 68,086	\$ 57,786	\$ 8,941	\$ -	\$ 134,813
SEAPORT LANDSCAPING MAINT. DISTRICT					
Community Development					
General Engineering (65121)	5,607	-	42	-	5,649
Public Works					
Storm Water Collection and Disposal (65161)	13,644	14,224	1,919	-	29,786
Parks/Recreation					
Seaport Blvd. Landscape Maint. (65184)	147,021	39,859	31,522	-	218,402
Fund Total	\$ 166,271	\$ 54,083	\$ 33,482	\$ -	\$ 253,836
TRAFFIC MITIGATION FEES FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	2,502	-	-	2,502
Parks/Recreation					
Shuttle Services (72623)	15,856	-	182	-	16,038
Fund Total	\$ 15,856	\$ 2,502	\$ 182	\$ -	\$ 18,540

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

SPECIAL REVENUE FUNDS CONT.	Employee Costs	Supplies & Services	Internal Svc Costs	Capital	Total
TRAFFIC SAFETY FUND					
Public Works					
Traffic Control Maint. (65131)	368,302	1,054,201	47,928	-	1,470,431
Paint and Sign Maint. (65137)	409,928	73,297	82,821	-	566,046
Fund Total	\$ 778,230	\$ 1,127,498	\$ 130,749	\$ -	\$ 2,036,477
TRANSPORTATION FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	253,837	-	-	253,837
Community Development					
Engineering (65121)	195,508	-	1,923	-	197,431
Fund Total	\$ 195,508	\$ 253,837	\$ 1,923	\$ -	\$ 451,268
TRANSPORTATION GRANTS FUNDS					
Measure M Motor Vehicle License Fee					
Public Works					
Storm Water Col. & Disposal (65161)	86,895	-	367,903	-	454,798
Fund Total	\$ 86,895	\$ -	\$ 367,903	\$ -	\$ 454,798
TOTAL SPECIAL REVENUE FUNDS	\$ 3,477,761	\$ 10,476,197	\$ 2,077,306	\$ -	\$ 16,355,809
CAPITAL OUTLAY FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	21,600	-	-	21,600
Community Development					
Program Administration (65112)	2,839,237	31,696	166,459	-	3,000,000
Fund Total	\$ 2,839,237	\$ 53,296	\$ 166,459	\$ -	\$ 3,021,600
PARKS IMPACT AND IN-LIEU FEES FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	6,997	-	-	6,997
Fund Total	\$ -	\$ 6,997	\$ -	\$ -	\$ 6,997
TOTAL CAPITAL IMPROVEMENT FUNDS	\$ 2,839,237	\$ 60,293	\$ 166,459	\$ -	\$ 3,028,597

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

ENTERPRISE FUNDS	Employee Costs	Supplies & Services	Internal Svc Costs	Capital	Total
PARKING FUND					
Administrative Services					
Revenue Services (61410) **	75,005	1,507	5,896	-	82,409
Admin. Support Svcs. (61710)	-	28,602	-	-	28,602
	75,005	30,109	5,896	-	111,011
Community Development					
Downtown Facilities Operations (65175)	230,885	1,457,264	136,213	-	1,824,362
Police					
Patrol Services (62131)	1,060,680	112,470	61,669	-	1,234,819
Public Works					-
Street System Maint. (65132)	310,641	132,473	93,346	-	536,460
Fund Total	\$ 1,677,212	\$ 1,732,316	\$ 297,124	\$ -	\$ 3,706,652
DOCKTOWN MARINA FUND					
Public Works					
Docktown Administration (66433)	112,290	583,347	46,159	-	741,796
Docktown Special Projects (75607)	-	-	284	-	284
Fund Total	\$ 112,290	\$ 583,347	\$ 46,443	\$ -	\$ 742,080
SEWER FUND					
Administrative Services					
Admin. Support Svcs. (61710)	-	67,764	-	-	67,764
Revenue Services (61410) **	628,790	-	-	-	628,790
	628,790	67,764	-	-	696,554
Public Works					
Sewer System Maint. (65152)	2,956,299	696,189	3,340,776	403,000	7,396,264
Waste Water Treat. & Disposal (65154)	-	26,161,031	-	1,736,116	27,897,147
Storm Water Coll. & Disposal (65161)	377,024	489,881	114,823	-	981,728
	3,333,323	27,347,101	3,455,599	2,139,116	36,275,139
Fund Total	\$ 3,962,113	\$ 27,414,865	\$ 3,455,599	\$ 2,139,116	\$ 36,971,693
WATER FUND					
Administrative Services					
Revenue Services (61410)	1,241,477	499,991	407,858	-	2,149,326
Admin. Support Svcs. (61710)	-	119,727	-	-	119,727
	1,241,477	619,718	407,858	-	2,269,053
Public Works					
Water Customer Services (65142)	1,076,530	997,126	392,546	2,800	2,469,001
Water Supply & Distribution (65144)	3,189,811	1,629,614	3,573,994	9,700	8,403,119
SFWD Water Purchases (65145)	-	20,446,000	-	-	20,446,000
Water Resources Management (65146)	687,701	371,872	212,339	-	1,271,912
Recycled Water (65147)	744,639	4,529,403	129,568	5,500	5,409,110
Debt Service (61423)	-	305,000	-	-	305,000
	5,698,680	28,279,015	4,308,447	18,000	38,304,142
Fund Total	\$ 6,940,158	\$ 28,898,733	\$ 4,716,304	\$ 18,000	\$ 40,573,195
TOTAL ENTERPRISE FUNDS	\$ 12,691,773	\$ 58,629,261	\$ 8,515,471	\$ 2,157,116	\$ 81,993,620
TOTAL ALL FUNDS	\$ 115,430,179	\$ 105,337,220	\$ 33,358,934	\$ 2,284,785	\$ 256,698,271
(excluding Internal Svcs & Fiduciary Funds)					

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

INTERNAL SERVICE FUNDS	Employee Costs	Supplies & Services	Internal Svc Costs	Capital	Total
GENERAL LIABILITY INSURANCE FUND					
Administrative Services					
Administrative Support (61710)	-	2,465	-	-	2,465
Risk Management Admin (67711)	336,175	12,639	29,165	-	377,979
Risk Management- General Liability (67712)	-	3,500,411	161,102	-	3,661,513
Risk Management- Property (67714)	-	461,994	17,058	20,000	499,052
Fund Total	\$ 336,175	\$ 3,977,509	\$ 207,325	\$ 20,000	\$ 4,541,008
EMPLOYEE BENEFITS FUND					
Administrative Services					
Employee Benefits (67810-850)	-	8,012,111	-	-	8,012,111
Leave Buyouts (67860)	994,323	-	-	-	994,323
Fund Total	\$ 994,323	\$ 8,012,111	\$ -	\$ -	\$ 9,006,434
EQUIPMENT SERVICES FUND					
Public Works					
Equipment Services (67230)	1,640,064	1,244,336	332,245	2,594,000	5,810,645
Administrative Services					
Administrative Support (61710)	-	22,026	-	-	22,026
Fund Total	\$ 1,640,064	\$ 1,266,362	\$ 332,245	\$ 2,594,000	\$ 5,832,671
INTERNAL SERVICES FUND					
Administrative Services					
Administrative Support (61710)	-	135,548	-	-	135,548
Information Technology (67110)	3,459,234	156,592	279,445	-	3,895,271
Telephone Services (67211)	206,569	105,108	32,436	-	344,113
	3,665,803	397,248	311,881	-	4,374,932
City Manager					
Receptionist Services (67212)	167,072	1,187	11,475	-	179,734
Fire					
Fire Operations (62220)	-	29,000	-	131,091	160,091
Police					
Central Dispatching Svcs. (67310)	3,054,049	528,659	244,509	-	3,827,217
Public Works					
Custodial Services (67241)	2,007,537	121,677	205,109	-	2,334,323
Bldg. Maint. & Repair Svcs. (67242)	1,497,721	595,411	419,479	-	2,512,611
	3,505,258	717,088	624,588	-	4,846,934
Fund Total	\$ 10,392,182	\$ 1,673,182	\$ 1,192,453	\$ 131,091	\$ 13,388,908

DETAILED OPERATING EXPENDITURE SCHEDULE FY 2021-22

INTERNAL SERVICE FUNDS CONT.	Employee Costs	Supplies & Services	Internal Svc Costs	Capital	Total
TECHNOLOGY FUND					
Administrative Services					
Computer Replacement Prog (67111)	-	-	-	225,000	225,000
Fund Total	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
WORKERS' COMPENSATION FUND					
Administrative Services					
Administrative Support (61710)	-	13,816	-	-	13,816
Risk Mgmt. - Workers' Comp (67713)	474,280	7,384,349	449,550	-	8,308,179
Risk Mgmt. - Workers' Comp FF (67717)	-	-	-	-	-
Fund Total	\$ 474,280	\$ 7,398,165	\$ 449,550	\$ -	\$ 8,321,995
TOTAL INTERNAL SERVICE FUNDS	\$ 13,837,024	\$ 22,327,329	\$ 2,181,572	\$ 2,970,091	\$ 41,316,016

** Recorded as a transfer

INTER-FUND TRANSFERS

	ADOPTED BUDGET FY 2021-22	
	IN	OUT
ART IN PUBLIC PLACE		
Capital Outlay Fund	50,000	-
DOCKTOWN		
General Fund	742,080	-
CAPITAL OUTLAY FUND		
Utility Users Tax Fund	8,918,579	-
Art in Public Places	-	(50,000)
Gas Tax Capital Fund	-	(1,600,000)
	<u>8,918,579</u>	<u>(1,650,000)</u>
EMPLOYEE BENEFITS FUND		
General Fund	300,000	-
GAS TAX CAPITAL		
Capital Projects Fund	1,600,000	-
GENERAL FUND		
General Improvement District 1-64	579,007	-
Lido Landscape Maint District	-	(37,965)
Employee Benefits	-	(300,000)
Docktown	-	(742,080)
Water Fund	-	(210,836)
Internal Services Fund Interest	15,868	-
Parking Fund	-	(1,743,510)
Traffic Safety	-	(1,784,238)
	<u>594,875</u>	<u>(4,818,629)</u>
GENERAL IMPROVEMENT DISTRICT		
General Fund	-	(579,007)
INTERNAL SERVICES FUND		
General Fund	-	(15,868)
LIDO LANDSCAPE DISTRICT FUND		
General Fund	37,965	-
PARKING FUND		
General Fund	1,743,510	-

INTER-FUND TRANSFERS

	ADOPTED BUDGET FY 2021-22	
	IN	OUT
SEWER FUND		
Water fund	-	(628,790)
TRAFFIC SAFETY		
General Fund	1,784,238	-
UTILITY USERS TAX		
Capital Outlay Fund	-	(8,918,579)
WATER FUND		
General Fund	210,836	-
Sewer Fund	628,790	-
	<u>839,626</u>	<u>-</u>
	<u>\$ 16,610,873</u>	<u>\$ (16,610,873)</u>

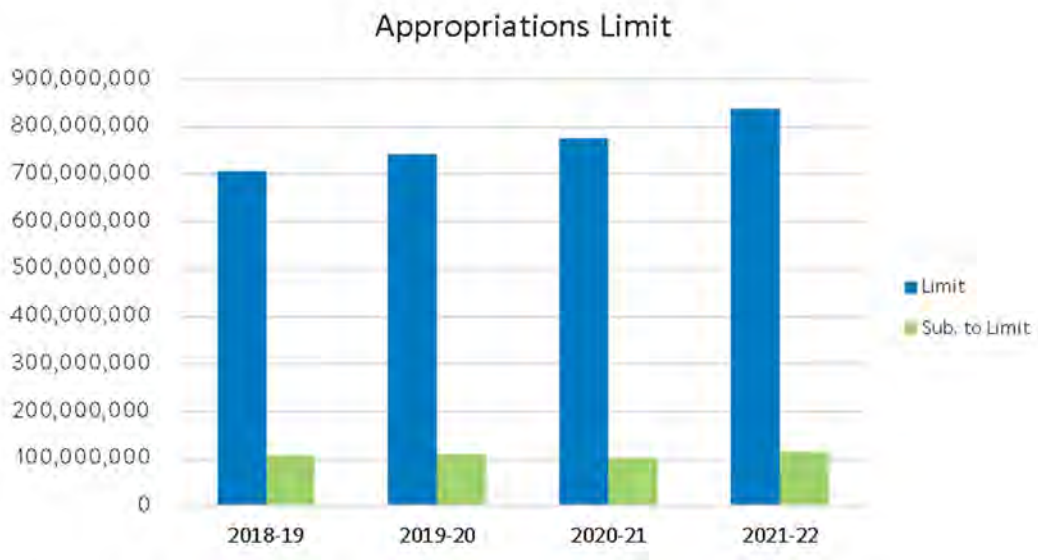
APPROPRIATIONS LIMIT

In 1979, the voters of the State of California passed Proposition 4, the Gann spending limit initiative (most recently amended in 1990 by Proposition 111). The initiative establishes and defines annual appropriation limits for state and local government entities and requires that the City adopt an appropriations limit annually. Moreover, the initiative provides for annual adjustments for changes in population (for the City or County, whichever is greater) and either the statewide percentage change in per capita personal income or percentage change in assessed valuation attributable to growth in non-residential new construction.

The adopted appropriations limit for FY 2021-22 is \$836,811,648 while the limit for FY 2020-21 was \$775,011,639. The proposed appropriations connected to the estimated proceeds of taxes for FY 2021-22 are \$116,061,472, well below the 836,811,648 legal limit. The increase from FY 2020-21 is primarily due to a percentage change of 8.79% in non-residential new construction over prior year, one of the factors used in calculating the change in the appropriation limit.

Calculation for FY 2021-22

Appropriations Limit FY 2020-21	\$ 775,011,639
Percentage change in Non-Residential New Construction over prior year	8.79%
Percentage increase in County population growth	-0.75%
$.9925 \times 1.0879 = \underline{1.07974075}$	
Appropriations Limit FY 2021-22	\$ 836,811,648

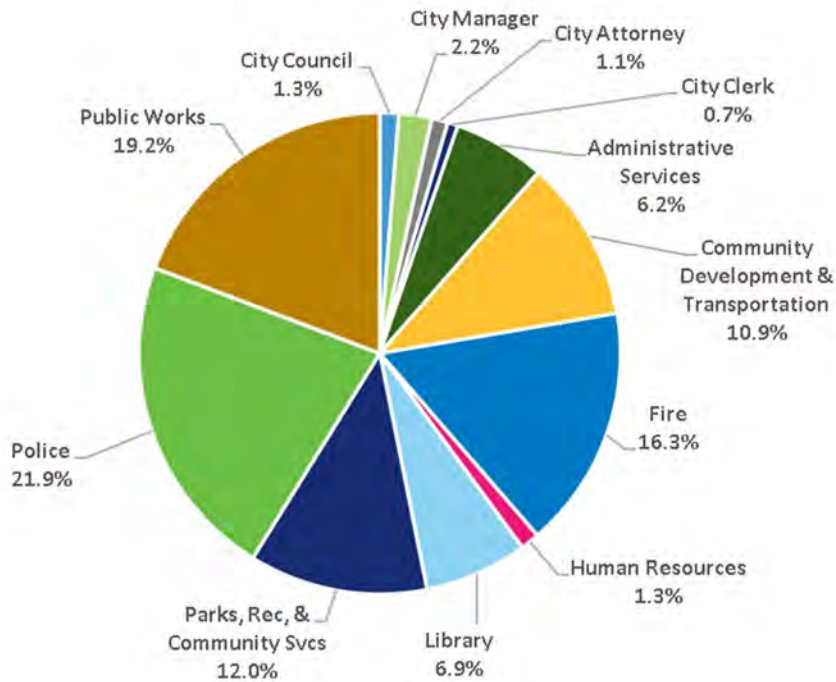


PERSONNEL ALLOCATIONS

Personnel are under the management control of each department, salary and benefits (in certain situations) may be distributed to other departments. There are 0.11 FTEs allocated to the Successor Agency Fiduciary fund in the recommended budget, these are included in this schedule under the City Manager’s department.

DEPARTMENT	ADJUSTED	ADOPTED	REVISED BUDGET	ADOPTED BUDGET
	2019-20	BUDGET 2020-21	2020-21	2021-22
City Council	7.00	7.00	7.00	7.00
City Manager	10.89	11.89	12.64	12.16
City Attorney	5.97	5.97	5.97	6.02
City Clerk	3.78	3.78	3.78	3.80
Administrative Services	41.13	34.13	33.33	34.20
Community Development & Transportation	59.23	61.53	57.88	59.93
Fire	91.00	91.00	87.00	90.00
Human Resources	7.00	7.00	7.00	7.00
Library	40.30	40.30	38.24	38.24
Parks, Rec, & Community Svcs	69.11	69.11	66.11	66.11
Police	130.00	130.00	121.00	121.00
Public Works	105.95	105.95	105.95	105.95
Total	564.36	567.66	545.90	551.40

FY 2021-22 Personnel Allocation by Department – All Funds



PERSONNEL ALLOCATIONS

<u>DEPARTMENT / TITLE</u>	<u>ADJUSTED 2019-20</u>	<u>ADOPTED BUDGET 2020-21</u>	<u>REVISED BUDGET 2020-21</u>	<u>ADOPTED BUDGET 2021-22</u>
City Council				
Mayor	1.00	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00	1.00
City Council Member	5.00	5.00	5.00	5.00
Total	7.00	7.00	7.00	7.00
City Manager				
Account Clerk II	0.10	0.10	0.10	0.10
Administrative Clerk III	1.00	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00	1.00
Assistant ASD Director	-	-	-	0.01
Assistant City Manager	0.07	1.07	1.07	1.01
City Attorney	0.05	0.05	0.05	0.02
City Clerk	0.02	0.02	0.02	-
City Manager	0.85	0.85	0.85	0.85
Communications Manager	1.00	1.00	1.00	1.00
Community Dev & Transp Director	0.06	0.06	0.06	0.06
Deputy City Manager	1.00	-	-	-
Economic Development Manager	1.00	1.00	1.00	1.00
Equity Manager	-	-	1.00	1.00
Financial Services Manager	0.05	0.05	0.05	-
Housing Leadership Manager	1.00	1.00	1.00	1.00
Housing & Econ Dev Spec II	1.00	1.00	1.00	1.00
Management Analyst I	2.00	2.00	2.00	2.00
Principal Analyst - Finance	0.10	0.10	0.10	0.02
Secretary	0.04	1.04	1.04	1.00
Senior Accountant	0.53	0.53	0.28	0.10
Senior Assistant City Attorney	0.02	0.02	0.02	-
Total	10.89	11.89	12.64	12.16
City Attorney				
Administrative Clerk III	1.00	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00	1.00
Assistant City Attorney	0.77	0.77	0.77	-
City Attorney	0.77	0.77	0.77	0.80
Deputy City Attorney	2.00	2.00	2.00	2.00
Senior Assistant City Attorney	0.43	0.43	0.43	1.22
Total	5.97	5.97	5.97	6.02
City Clerk				
Administrative Clerk I				
Administrative Clerk III	1.00	1.00	1.00	-
Administrative Secty	-	-	-	1.00
Assistant City Clerk	0.90	0.90	0.90	0.90
City Clerk	0.88	0.88	0.88	0.90
Management Analyst I	1.00	1.00	1.00	1.00
Total	3.78	3.78	3.78	3.80

*Position Frozen in FY 2021-22

PERSONNEL ALLOCATIONS

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Administrative Services				
Account Clerk II	6.78	6.78	6.78	6.78
Accountant	0.75	0.75	0.75	0.75
Accounting Technician II	2.87	2.87	2.87	2.87
Administrative Assistant	1.00	1.00	1.00	1.00
Assistant ASD Director	-	-	-	0.99
Assistant City Manager	0.93	0.93	0.93	1.00
Endpoint & Infrastructure Analyst	2.00	1.00	1.00	1.00
Financial Services Manager	0.95	0.95	0.95	-
Funded Executive Director C/CAG	1.00	1.00	1.00	1.00
Info Tech Manager	1.00	1.00	1.00	1.00
Managerial/Prof Level II	1.00	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50	0.50
Principal Analyst - Finance	0.90	0.90	0.90	2.18
Revenue Services Manager	1.00	1.00	1.00	1.00
Senior Accountant	1.22	1.22	1.42	0.90
Senior Assistant City Attorney	0.23	0.23	0.23	0.23
Senior Endpoint & Infrastructure Analyst	5.00	6.00	6.00	6.00
Senior Software Dev & App Support Analyst	4.00	4.00	4.00	4.00
Supervising Info Tech Analyst	2.00	2.00	2.00	2.00
Information Tech Analyst -Contract	1.00	1.00	-	-
Total	34.13	34.13	33.33	34.20

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Community Development & Transportation				
Administrative Clerk III	0.50	0.50	- *	- *
Administrative Secty	3.00	3.00	3.00	3.00
Assistant City Clerk	0.10	0.10	0.10	0.10
Assistant Community Dev Director	-	-	1.00	1.00
Assistant Engineer I	1.00	1.00	1.00	1.00
Assistant Engineer II	6.00	6.00	6.00	6.00
Assistant Planner	2.00	2.00	2.00	2.00
Associate Engineer	2.00	2.00	2.00	2.00
Associate Planner	2.00	2.00	2.00	2.00
Building Inspector	3.00	4.00	4.00	4.00
CIP Program Manager	1.00	1.00	1.00	1.00
City Attorney	0.18	0.18	0.18	0.18
City Clerk	0.10	0.10	0.10	0.10
City Manager	0.15	0.15	0.15	0.15
Code Enforcement Officer II	1.00	1.00	1.00	1.00
Comm. Dev. Manager - Building	1.00	1.00	1.00	1.00
Comm Dev Manager-Engineering	0.85	0.85	0.85	0.85
Comm Dev Manager-Planning	1.00	1.00	-	-
Community Dev & Transp Director	0.94	0.94	0.94	0.95
Contract Fire Plan Checker	0.40	0.40	- *	- *
Engineering Tech II	-	-	1.00	1.00
GIS Manager	0.75	0.75	0.75	0.75
GIS Technician	2.00	2.00	2.00	2.00
Management Analyst II	2.00	2.00	2.00	2.00
Managerial/Prof Level I	1.00	1.00	0.50	0.50
Managerial/Prof Level II	1.00	1.00	1.00	1.00
Official/Exec/Prof Level I	1.30	1.30	0.30 *	0.30 *

*Position Frozen in FY 2021-22

PERSONNEL ALLOCATIONS

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Community Development & Transportation				
Con't.				
Parking/TDM Manager	1.00	1.00	1.00	1.00
Permits Technician	4.00	4.00	3.00	3.00
Plan Checker	1.00	1.00	1.00	1.00
Principal Analyst - Finance	-	-	-	0.30
Principal Planner	2.00	2.63	2.00	3.00
Public Works Field Supervisor	0.50	0.50	0.50	0.50
PW Maint Wkr II	1.00	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20	0.20
Secretary	1.96	1.96	1.96	2.00
Senior Accountant	0.25	0.25	0.30	-
Senior Assistant City Attorney	0.55	0.55	0.55	0.55
Senior Building Inspector	3.00	3.00	3.00	3.00
Senior Civil Engineer	1.50	1.50	1.50	1.50
Senior Construction Technician	1.00	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00	2.00
Senior Planner	2.00	2.67	2.00	3.00
Senior Transportation Planner	1.00	1.00	1.00	1.00
Supv Civil Engineer	2.00	2.00	2.00	2.00
Total	59.23	61.53	57.88	59.93

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Fire				
Administrative Assistant	1.00	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Battalion Chief - 40 Hr	1.00	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00
Fire Captain	25.00	25.00	24.00 *	24.00 *
Fire Chief	1.00	1.00	1.00	1.00
Fire Fighter/Engineer	51.00	51.00	48.00 *	51.00
Fire Marshal	1.00	1.00	1.00	1.00
Fire Prev Officer	3.00	3.00	3.00	3.00
Management Analyst II	1.00	1.00	1.00	1.00
Total	91.00	91.00	87.00	90.00

		ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Human Resources				
Human Resources Analyst I	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00
Principal Analyst - Workers Comp	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	3.00	3.00	3.00	3.00
Total	7.00	7.00	7.00	7.00

*Position Frozen in FY 2021-22

PERSONNEL ALLOCATIONS

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Library				
Administrative Clerk III	1.00	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00	1.00
Graphic Design Specialist	0.51	0.51	0.51	0.51
Librarian II	9.25	9.25	9.25	9.25
Library Asst II	7.13	7.13	6.07 *	6.07 *
Library Director	1.00	1.00	1.00	1.00
Library Division Manager	4.00	4.00	4.00	4.00
Library Info Tech Technician	1.00	1.00	1.00	1.00
Library Services Supervisor	1.00	1.00	1.00	1.00
Literacy Tutor - Student Coord	5.50	5.50	4.50 *	4.50 *
Management Analyst I	1.00	1.00	1.00	1.00
Senior Library Asst	6.00	6.00	6.00	6.00
Senior Library Page	1.91	1.91	1.91	1.91
Total	40.30	40.30	38.24	38.24
	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Parks, Recreation, and Community Services				
Administrative Assistant	1.00	1.00	-	-
Administrative Clerk III	3.00	2.00	2.00	2.00
Administrative Secretary	-	-	1.00	1.00
PRCS Assistant Director	1.00	1.00	1.00	1.00
Child Care Specialist	0.50	0.50	0.50	0.50
Facility Aide	3.00	3.00	3.00	3.00
Facility Leader	4.00	4.00	2.00	2.00
Human Services Coordinator	1.00	1.00	1.00	1.00
Human Services Specialist II	2.00	2.00	2.00	2.00
Human Services Specialist III	1.00	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00	1.00
Landscape Equipment Operator	1.00	1.00	1.00	1.00
Landscape Gardener	15.00	15.00	16.00	15.00 *
Landscape Supervisor	1.00	1.00	- *	1.00
Lead Landscape Gardener	4.00	4.00	4.00	4.00
Management Analyst II	1.00	1.00	1.00	1.00
Managerial/Prof Level I	1.00	1.00	1.00	1.00
Paraprofessional	1.00	1.00	1.00	1.00
PRCS Manager	5.00	5.00	5.00	5.00
PRCS Director	1.00	1.00	1.00	1.00
Program Assistant II	1.00	1.00	2.00	2.00
PRCS Program Coord	11.00	11.00	10.00 *	10.00 *
Rec Program Coord/Special Events	1.00	1.00	1.00	1.00
Recreation Specialist I	0.35	0.35	0.35	0.35
Recreation Specialist II	3.26	3.26	2.26 *	2.26 *
Recreation Specialist III	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00
Secretary	1.00	2.00	2.00	2.00
Senior Crafts Specialist	1.00	1.00	1.00	1.00
Total	69.11	69.11	66.11	66.11

*Position Frozen in FY 2021-22

PERSONNEL ALLOCATIONS

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Police				
Administrative Secty	2.00	2.00	2.00	2.00
Communications Dispatcher	12.00	12.00	12.00	12.00
Communications Supervisor	1.00	1.00	1.00	1.00
Community Service Officer	2.00	2.00	2.00	2.00
Deputy Police Chief	1.00	1.00	1.00	1.00
Juvenile And Family Services Specialist	1.00	1.00	1.00	1.00
Lead Police Clerk	1.00	1.00	1.00	1.00
Lead Public Safety Dispatcher	1.00	1.00	1.00	1.00
Management Analyst I	1.00	1.00	1.00	1.00
Parking Enforcement Officer I/II	4.00	4.00	4.00	4.00
Police Captain	2.00	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00	1.00
Police Clerk	6.00	5.00	5.00	5.00
Police Evidence & Property Room Coord	1.00	2.00	2.00	2.00
Police Lieutenant	4.00	4.00	4.00	4.00
Police Officer	77.00	77.00	68.00 *	68.00 *
Police Sergeant	12.00	12.00	12.00	12.00
Records Supervisor	1.00	1.00	1.00	1.00
Total	130.00	130.00	121.00	121.00

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Public Works				
Accountant	0.25	0.25	0.25	0.25
Accounting Technician II	0.13	0.13	0.13	0.13
Administrative Clerk I	1.00	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00	1.00
Assistant Engineer II	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00	1.00
Associate Engineer	1.00	1.00	1.00	1.00
Building Maintenance Worker	4.22	3.22	3.22	3.22
Comm Dev Manager-Engineering	0.15	0.15	0.15	0.15
Custodial Services Supervisor	1.00	1.00	1.00	1.00
Environmental Initiatives Coord	1.00	1.00	1.00	1.00
Equipment Mechanic II	4.00	4.00	4.00	4.00
Equipment Service Worker	1.00	1.00	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00	1.00
GIS Manager	0.25	0.25	0.25	0.25
Lead Equipment Mechanic	1.00	1.00	1.00	1.00
Lead Maintenance Custodian	3.00	3.00	3.00	3.00
Lead PW Maint Worker	5.00	5.00	5.00	5.00
Lead PW Maint Worker - Wastewater	3.00	3.00	3.00	3.00
Lead Water Resources Technician	2.00	2.00	2.00	2.00
Maintenance Custodian	10.00	10.00	10.00	10.00
Management Analyst I	2.00	2.00	2.00	2.00
Management Analyst II	1.00	1.00	1.00	1.00

*Position Frozen in FY 2021-22

PERSONNEL ALLOCATIONS

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Public Works				
Con't.				
Official/Exec/Prof Level I	0.70	0.70	0.70	0.70
Public Works Field Supervisor	1.50	1.50	1.50	1.50
PW Maint Wkr I - Wastewater	1.00	1.00	1.00	1.00
PW Maint Wkr II	12.00	12.00	12.00	12.00
PW Maint Wkr II - Wastewater	8.00	8.00	8.00	8.00
PW Maint Wkr III / Equip Oper	2.45	2.45	2.45	2.45
Public Works Services Director	0.80	0.80	0.80	0.80
Public Works Superintendent	5.00	5.00	5.00	5.00
PW Maint Wkr III/Eq Op-Wastewater	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Building Maint Worker	3.00	4.00	4.00	4.00
Senior Civil Engineer	1.50	1.50	1.50	1.50
Technical Level I	2.00	2.00	2.00	2.00
Tree Maint Worker II	1.00	1.00	1.00	1.00
Tree Maintenance Leader	1.00	1.00	1.00	1.00
Utilities Field Supv	3.00	3.00	3.00	3.00
Utilities Specialist	1.00	1.00	1.00	1.00
Utilities Specialist - Wastewater	2.00	2.00	2.00	2.00
Utilities Worker	1.00	1.00	1.00	1.00
Utilities Worker - Wastewater	2.00	2.00	2.00	2.00
Utility Locator	1.00	1.00	1.00	1.00
Water Quality Specialist	1.00	1.00	1.00	1.00
Water Resources Specialist	2.00	2.00	2.00	2.00
Water Resources Technician	4.00	4.00	4.00	4.00
	105.95	105.95	105.95	105.95

*Position Frozen in FY 2021-22

TEN-YEAR GENERAL FUND FORECAST

TEN-YEAR GENERAL FUND FORECAST

INTRODUCTION

Forecasting is an important part of a City's budgeting process, as it provides an outlook on the City's future financial condition by identifying long-term financial needs and potential budget imbalances. Even though it can be difficult to predict revenues, particularly due to circumstances that are not controlled by the City, such as international, national, State, and regional economic fluctuations, it is important to prepare a forecast to assist with financial decision-making. Expenditures are more predictable, as a majority of General Fund expenditures are related to personnel, which are primarily determined based on negotiated Memorandum of Understanding (MOU), health insurance, and retirement benefit cost projections.

This is the third time that the City has prepared a Ten-Year General Fund Forecast (Forecast); in prior fiscal years, the Forecast was a five-year timeframe. Staff believes that a ten-year forecast is prudent and assists in providing a long-term road map to guide the financial planning of the City as it addresses rising pension costs and unfunded liabilities.

The Forecast addresses a majority of the City's budget, including operating revenues and expenditures for Administrative Services; City Attorney; City Clerk; City Council; City Manager; Community Development and Transportation; Fire; Human Resources; Library; Parks, Recreation and Community Services; Police; and Public Works Services.

The General Fund is also the fund of the City that is most affected by positive and negative economic conditions.

As a result of the COVID19 pandemic, the City is projected to experience a 1.7 percent drop in revenue for City operations for FY 2021-22, in addition to the estimated drop of 7.7 percent from FY 2019-20 to FY 2020-21, not including federal and state reimbursements. These drops come at the same time that the City is striving to meet unprecedented community needs. Staff anticipates that it will take three more years for the City's economic base to recover to FY 2019-20 levels, without considering the federal and state reimbursements. In addition, the City must address escalating contributions for long-term liabilities associated with retired employees during this same time period. To address the anticipated FY 2021-22 deficit, staff has included the \$7.5 million in one-time savings from FY 2019-20 in the ten-year forecast, and is noted as "Use of Reserves".

The Forecast reflects updates to revenue projections based on continued estimated impacts from COVID-19, as well as estimated additional expenditures associated with the City's response to the emergency. Additionally, the Forecast includes additional Federal and State revenues that have already been received or will be received within the next year, to offset COVID-19-related operating costs or revenue losses or potential increases in pension payments that are necessitated to offset recent investment losses in the California Public Employees Retirement System (CalPERS)

TEN-YEAR GENERAL FUND FORECAST

in future years. Possible Federal Emergency Management Agency reimbursements have not been included in the Forecast, as there is no guarantee that this revenue source will be available. Assumptions regarding revenues and expenditures are described further below.

ECONOMIC OUTLOOK

Staff continues to work closely with the City's revenue consultants on recovery factors and is keeping abreast of the constant economic changes that are occurring. The economic conditions discussed below help inform the Forecast. During normal times, the Forecast would paint a helpful picture of the future economy of the City. However, the many structural economic changes that could result from the pandemic cause the conclusions drawn from the Forecast to be uncertain and susceptible to fluctuations.

The local economy exhibited signs of a healthy economy before it was thrust into a recession in March 2020, along with the rest of the nation and the world, due to the pandemic and associated government orders intended to slow the spread of COVID-19. The largest economic sectors affected were transportation, tourism and hospitality. It will likely be months, if not longer, before international travel resumes in a normal manner, and business travel may never return to pre-COVID-19 levels, due to the ease and functionality of virtual meetings and the quick adaptation by most businesses. Staff anticipates that consumer confidence and consumer shopping habits will also be altered for a significant amount of time. Considering this, staff is estimating sales tax and transient occupancy tax revenues to slowly recover in FY 2021-22 from their low point in FY 2020-21.

Property tax is the top revenue source for City operations. Minor adjustments have been made to anticipated property tax revenue for FY 2021-22, and property tax revenues typically change slowly, due to the time it takes for property tax rolls to be adjusted. The strength of the City's property tax base is rooted in the abundance of high-paying jobs in the region and the desirability of the City as a location for employers. Looking forward, it is still unclear whether major employers in the region will modify their work practices in a way that would reduce concentrations of employees. If they do, this change could affect demand for existing and new office space and reduce customers for the City's previously-thriving downtown restaurant scene.

The Forecast projects a deficit operating position beginning in FY 2021-22. The City Council has a history of taking intentional, proactive, and strategic steps to ensure fiscal sustainability, including adopting a structurally balanced annual budget, funding long-term needs, and maintaining a 15 percent General Fund reserve level. In continuing these steps, the City Council designated \$7.5 million from the FY 2019-20 operating balance to be retained for future anticipated deficits. Staff is projecting that \$7.5 million of designated reserves will need to be utilized in FY 2021-22.

TEN-YEAR GENERAL FUND FORECAST

FORECAST ASSUMPTIONS

The unique economic conditions discussed below help inform the development of the Forecast. The unprecedented economic shutdown due to COVID-19 was almost completely unforeseen, unmatched in its swiftness and has, almost overnight, changed all physical, economic and social activity for the world, the nation, the state of California, and the City of Redwood City. Subsequently, the reopening of the United States and California are underway, but it is unknown how swiftly economic activity will return or if future partial shutdowns will be implemented. It is likely that getting back to “normal” will look very different than it did during the early months of 2020.

The Forecast is based on assumptions compiled from a variety of sources. In addition to the City’s internal research and forecast development, staff has received revenue forecast information from a variety of sources, including consultants working for HdL, other local governments, the National Economic Education Delegation, the Institute for Local Governments, and the League of California Cities.

Highlights of assumptions informing the Forecast include:

- Property taxes are projected to be 1.0% lower than the amount budgeted in FY 2020-21, primarily due to a decrease in property taxes related to redevelopment. Property taxes are projected to increase by 2.8% for FY 2022-23, followed by a 3.3% increase in FY 2023-24, a 3.4% increase in FY 2024-25, and then 3% annual increases in FY 2025-26 and continuing through FY 2029-30.
- Sales tax revenues are projected to be 8.9% higher in FY 2021-22, compared to the amount budgeted in FY 2020-21. It is anticipated that sales tax revenue will experience a modest recovery as the local economy begins to open up fully in FY 2021-22. Due to Redwood City’s diverse sales tax base, the negative impacts experienced as a result of COVID-19 have been partly offset by the City’s large retailers that have been deemed essential during the Shelter in Place Order, online retailers with headquarters located in Redwood City, and online retailers complying with new legislation related to the South Dakota v. Wayfair case. These increases, coupled with employees going back to work and the reinstatement of indoor dining, and other related local economic activity, should result in increases sales tax revenues. Sales tax revenues are projected to increase by 6.8% in FY 2022-23, followed by 3.0% increases in FY 2023-24 through FY 2025-26, and then experience modest annual increases of 2.0% through FY 2029-30.
- Other taxes, including Transient Occupancy Tax (TOT), are expected to decrease by 16.8% when compared to the budgeted amount for FY 2020-21. This is primarily due to reduced occupancy rates and reduced room rates that continue to be experienced by local

TEN-YEAR GENERAL FUND FORECAST

motels/hotels/inn operators. Additionally, with the purchase of two motels by the County of San Mateo, the City will no longer receive TOT revenue from these motels as they are being converted to housing. Revenues are expected to increase in FY 2022-23 by 4.4% , followed by an increase of 5.7% in FY 2023-24, an increase of 6.2% in FY 2024-25, and an increase of 5.6% in FY 2025-26, with an assumed annual 8% increase in FY 2026-27 and after, as travel increases.

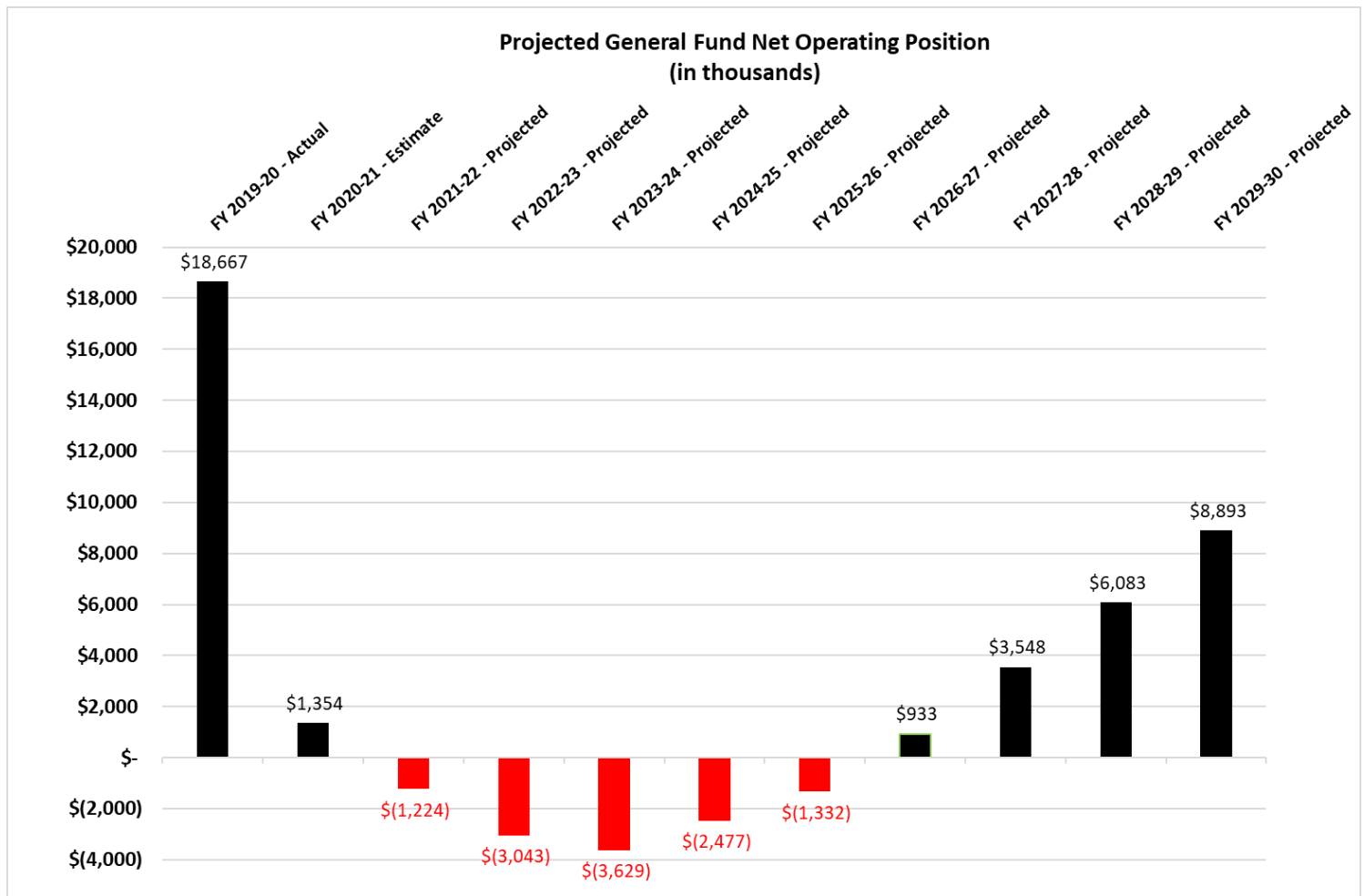
- Utility Users' Tax revenue is projected to be \$9.0 million, an increase of 1.9 percent as compared to the FY 2020-21 revised budget. Pursuant to City Council policy, the entirety of this revenue is transferred to the Capital Projects Fund to be used exclusively for capital projects. This revenue stream is declining as consumers "cut the cord" on their traditional cable providers and switch to other services, such as streaming video or online content. As a result, this revenue is expected to remain steady over the Forecast period.

NET OPERATING POSITION

The Forecast shows a budget deficit projected to begin in FY 2021-22 and increase annually until FY 2023-24 when it reaches \$3.6 million. Subsequent deficits of \$2.5 million and \$1.3 million are projected for FY 2024-25 and FY 2025-26, respectively. It is anticipated that deficits will give way to operating balances starting in FY 2026-27 and continue through the Forecast period.

As shown in the chart below, the annual budget deficit is projected to be \$1.2 million in FY 2021-22, after utilizing the \$7.5 million of City Council designated reserves. The City Council, staff, and community partners will need to continue to work together to align resources with evolving community needs. Maintaining the City's long-term fiscal stability requires meaningful action and a proactive approach to addressing the City's projected deficit and long-term liabilities through both revenue increases and expenditure reductions over time.

TEN-YEAR GENERAL FUND FORECAST



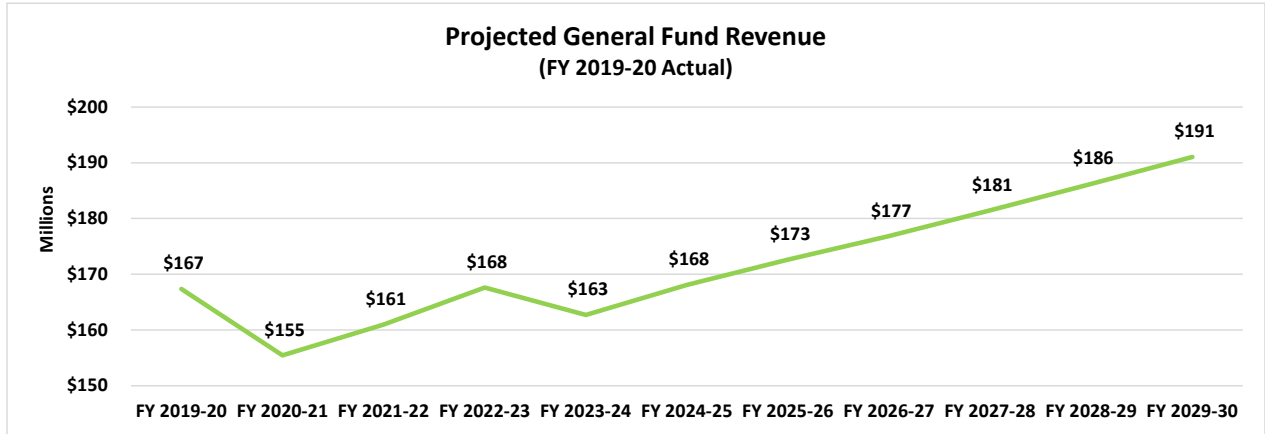
GENERAL FUND RESERVE

On April 5, 1999, the City Council established a General Fund Reserve policy, where the unappropriated fund balance of the General Fund shall be maintained at a level between 15 and 20 percent of estimated General Fund revenues in any given fiscal year. Starting with the FY 2017-18 Adopted Budget, the City Council approved a General Fund reserve balance of 15 percent.

REVENUES

As you can see in the chart below, General Fund revenues are expected to slowly rebound from the low point of FY 2020-21.

TEN-YEAR GENERAL FUND FORECAST



The following pages contain detailed information on the City’s main revenue sources, including historical data on the actual revenue received, as well as projected revenue over the Forecast period.

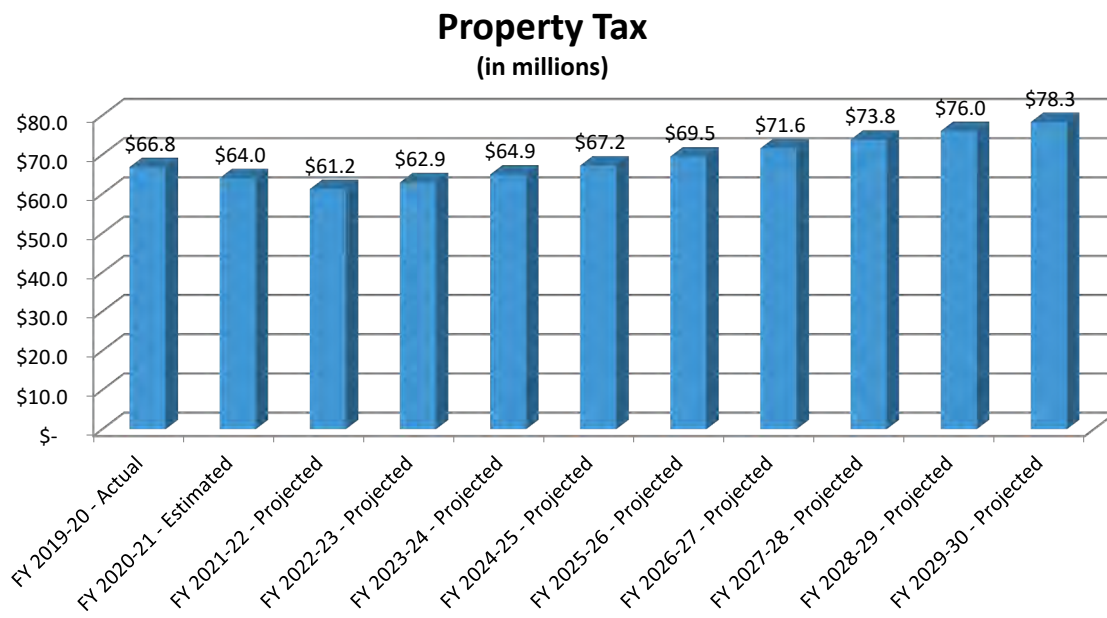
TEN-YEAR GENERAL FUND FORECAST

Property Tax

In 1978, Proposition 13 was approved by the voters in California, which amended the State Constitution and limited the property tax to 1 percent of the market value of property as of July 1, 1975. The value was allowed to increase with inflation but not more than 2 percent a year. Properties resold after July 1, 1975 are assessed at the price paid by buyer. New construction is assessed at the cost of construction (if self-occupied), or market sale value if sold. The tax is collected by the County Tax Collector and apportioned to the various agencies including cities, school districts, college districts, hospital districts, etc., on a formula basis adopted by the State legislature.

Secured taxes are due and payable to the County in two equal installments each fiscal year by December 10 and April 10. The secured roll consists of taxes that become a lien against the property. The unsecured roll consists of property that is of a moveable nature such as personal property or stock in trade where a lien cannot be secured. The County remits the property tax to cities on a regular basis as they have been collected.

Property Tax is the largest contributor to the City's revenue stream, representing 38.0 percent of all revenues. Property tax received and projected to be received is shown below. A 4.4 percent decrease in property tax revenue is anticipated for FY 2021-22 and a 2.8 percent increase is projected for FY 2022-23. Staff is forecasting a 3.2 percent increase in FY 2023-24 and then 3.0 to 3.5 percent annual increases in FY 2024-25 and continuing through FY 2029-30.



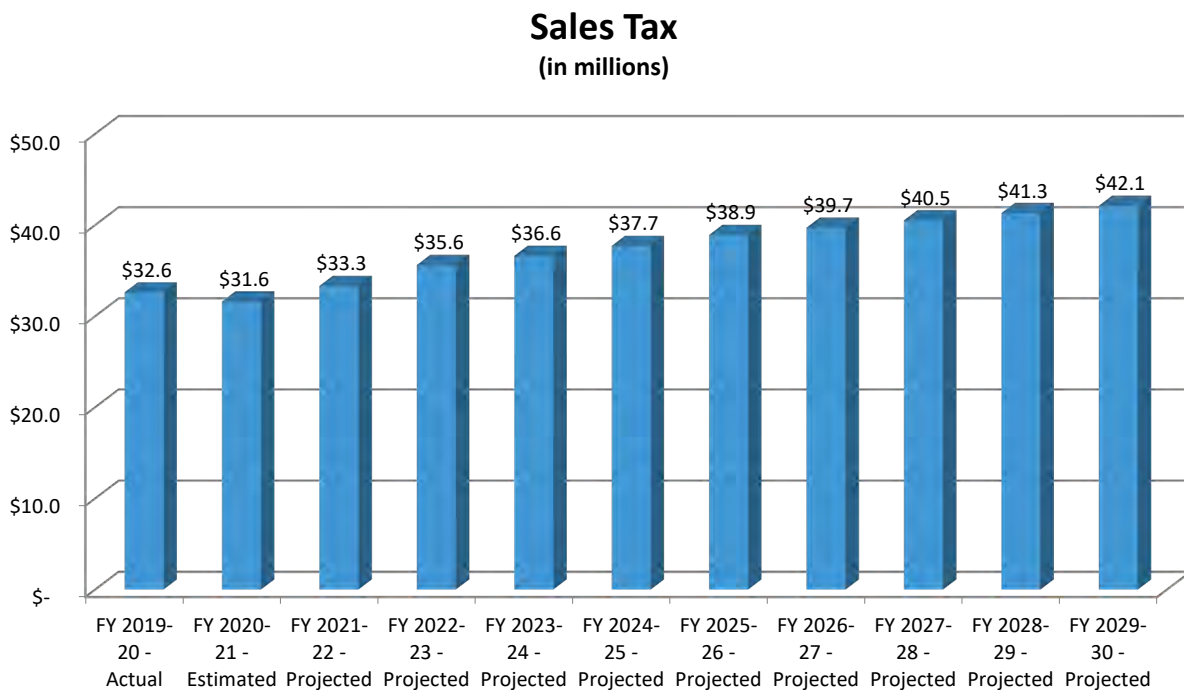
TEN-YEAR GENERAL FUND FORECAST

Sales Tax

As part of the Bradley-Burns Uniform Local Sales and Use Tax, the City receives an additional 1 percent tax on all sales originating within the City limits. This tax is collected by the business, along with the County and State sales tax. The total amount collected is remitted by the retailers to the State Board of Equalization. Following approval of Measure RR in November 2018, the total sales tax rate in Redwood City, (including State, County and City) is 9.75 percent. The City receives approximately 16 percent of the sales tax rate collected in the City.

Funds are received from the State on a monthly basis. Each month an advance is made based on estimates. An adjustment is made each quarter to reflect the actual taxable sales activity. The funds may be used for any governmental purpose.

Sales tax is the second largest contributor to the City’s revenue stream, representing 20.7 percent of all revenues. Sales tax received and projected to be received is shown below.



TEN-YEAR GENERAL FUND FORECAST

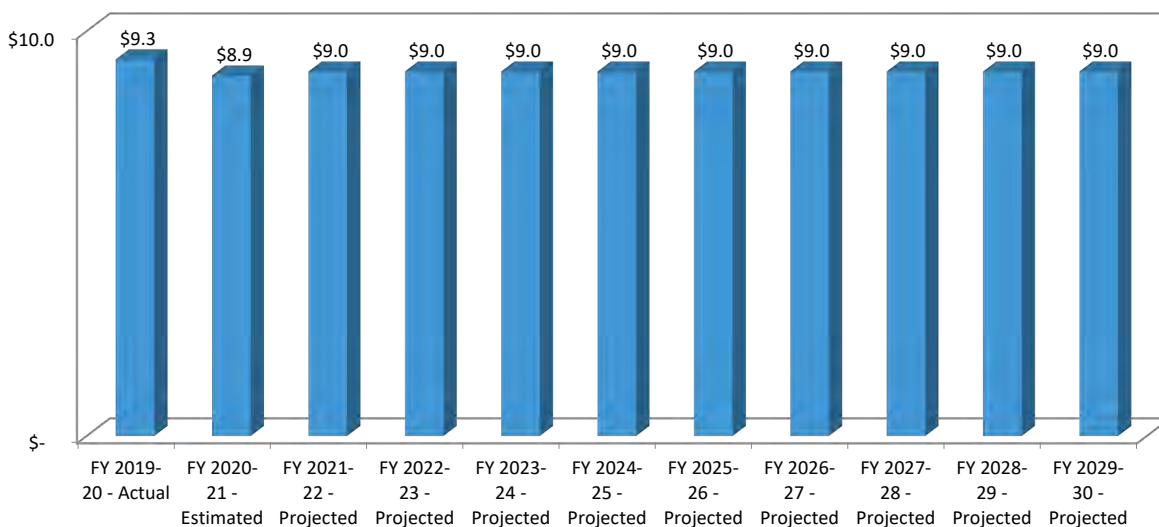
Utility Users' Tax (UUT)

A UUT of 5 percent was imposed by the City in 1983 to be collected on telecommunications charges, gas and electric charges, and cable TV charges. In November 2007, voters approved a change to the utility tax ordinance which reduced the tax rate on telecommunications and cable TV charges to 4 percent, and updated the telecommunications section to more accurately reflect current technology and changes in federal and State laws. Assembly Bill 1717 was approved in September 2014, which provides for UUT to be collected on prepaid phone services.

UUT is a general tax and can be used for any governmental purpose. However, it is the policy of the City to use the revenues generated from this source for capital improvements. As a result, a transfer out of the General Fund and into the Capital Projects Fund is recorded annually for the amount of UUT collected.

UUT revenue has been declining in recent years as more consumers “cut the cord” of their traditional cable services (on which UUT is collected) and switch to other services, such as video streaming services or online content (on which UUT is not collected). This will reduce resources available for capital needs. UUT received and projected to be received is shown below.

Utility Users' Tax
(in millions)



TEN-YEAR GENERAL FUND FORECAST

Other Taxes

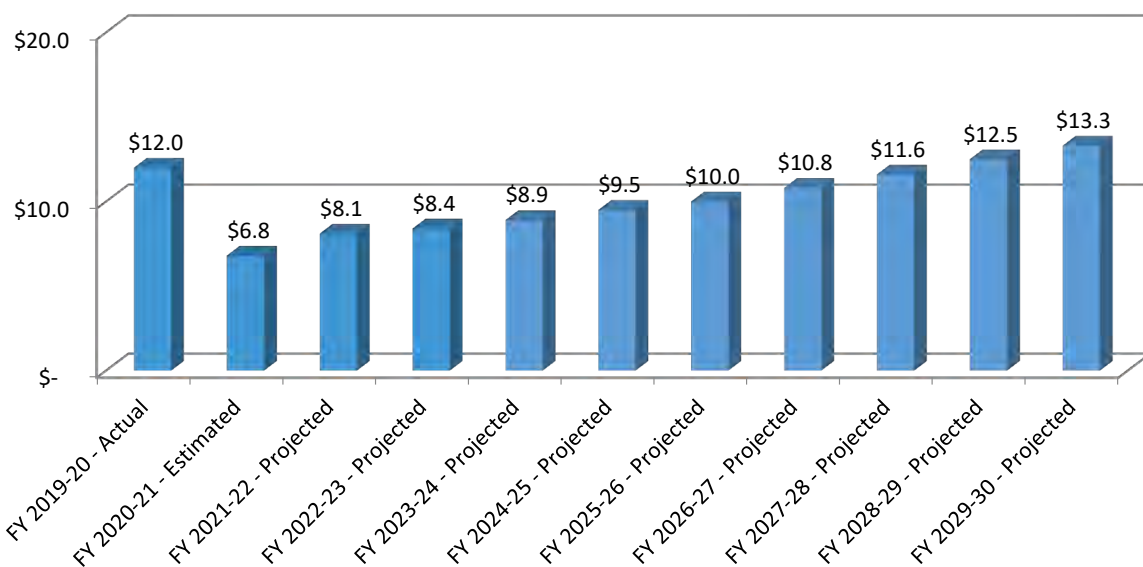
Other taxes, which represent 5.0 percent of operating revenue, are comprised of business license taxes, franchise fees, property transfer taxes, and transient occupancy tax (TOT). Business license taxes account for 36 percent of this category; TOT accounts for 34 percent; franchise fees are 22 percent; and property transfer taxes are 8 percent.

Transient occupancy taxes are collected by each motel/hotel/inn operator in the City and are remitted monthly. The current TOT rate is 12 percent of the rent charged to each guest. New TOT revenue generated by short term is set aside for affordable housing and is not dedicated to the General Fund.

Businesses in the City are levied an annual base tax of \$72, plus an additional tax based on the number of employees, housing units, square footage, or other factors. The City does not base the business license tax on gross sales.

Other taxes received and projected to be received are shown below. Staff is estimating a slight increase of \$1.3 million in this category for FY 2021-22, when compared to the estimated actual for FY 2020-21; this is primarily due to slightly higher projected TOT revenue, which should be a result of opening the local economy and the corresponding increase in occupancy rates.

Other Taxes
(in millions)

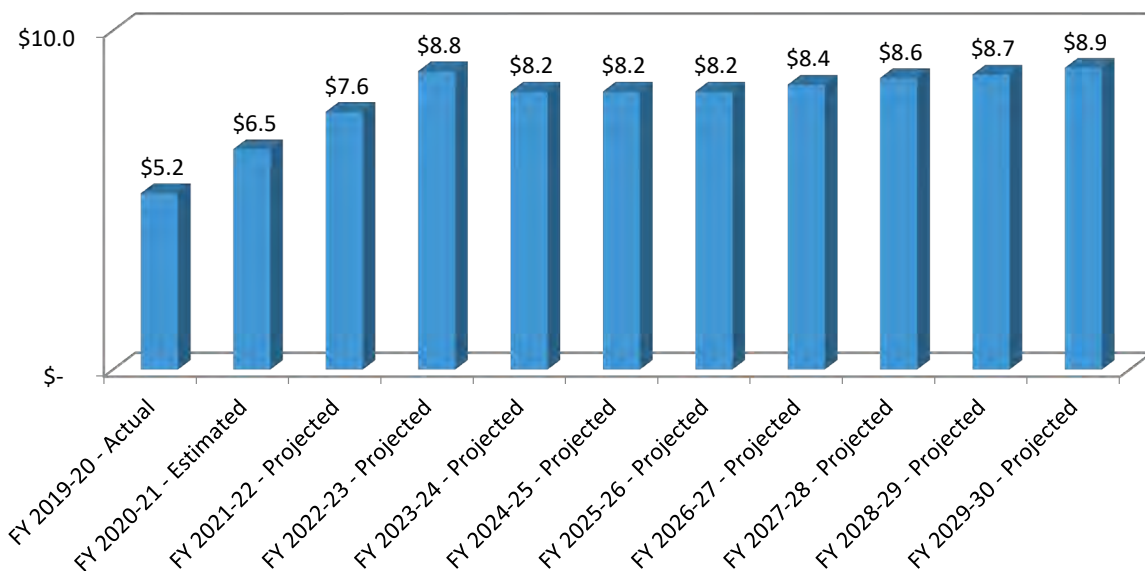


TEN-YEAR GENERAL FUND FORECAST

Licenses and Permits

Licenses and Permits are primarily made up of building permits. Licenses and Permits received and projected to be received are shown below. Due to the removal of restrictions on construction activities during the Shelter in Place Order, staff is estimating an increase in permit activity, resulting in an increase of \$1.1 million in FY 2021-22, when compared to the estimated amount for FY 2020-21. Staff estimate another revenue increase in FY 2022-23, followed by a slight decline in FY 2023-24, with 2 percent annual increases beginning in FY 2026-27 and continuing through FY 2029-30.

Licenses and Permits
(in millions)

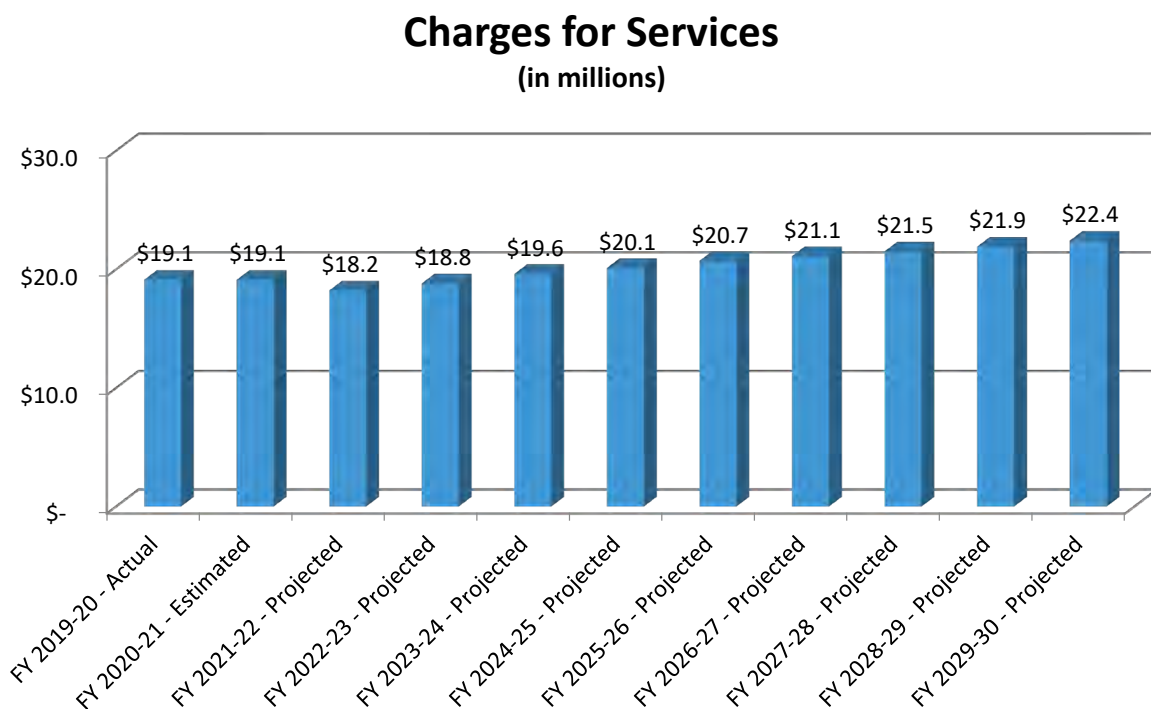


TEN-YEAR GENERAL FUND FORECAST

Charges for Services

Charges for Services are fees the City charges customers for services provided, such as fire service fees charged to the City of San Carlos, and garbage collection franchise fees collected from customers. Fire services fees account for 48 percent of this category, while garbage collection fees account for 16 percent, and plan check fees are 12 percent. The balance of this category consists of planning and cost recovery fees, fire inspection fees, police services, after school program fees, accounting/financial services fees, and downtown program fees.

Charges for Services received and projected to be received are shown below.

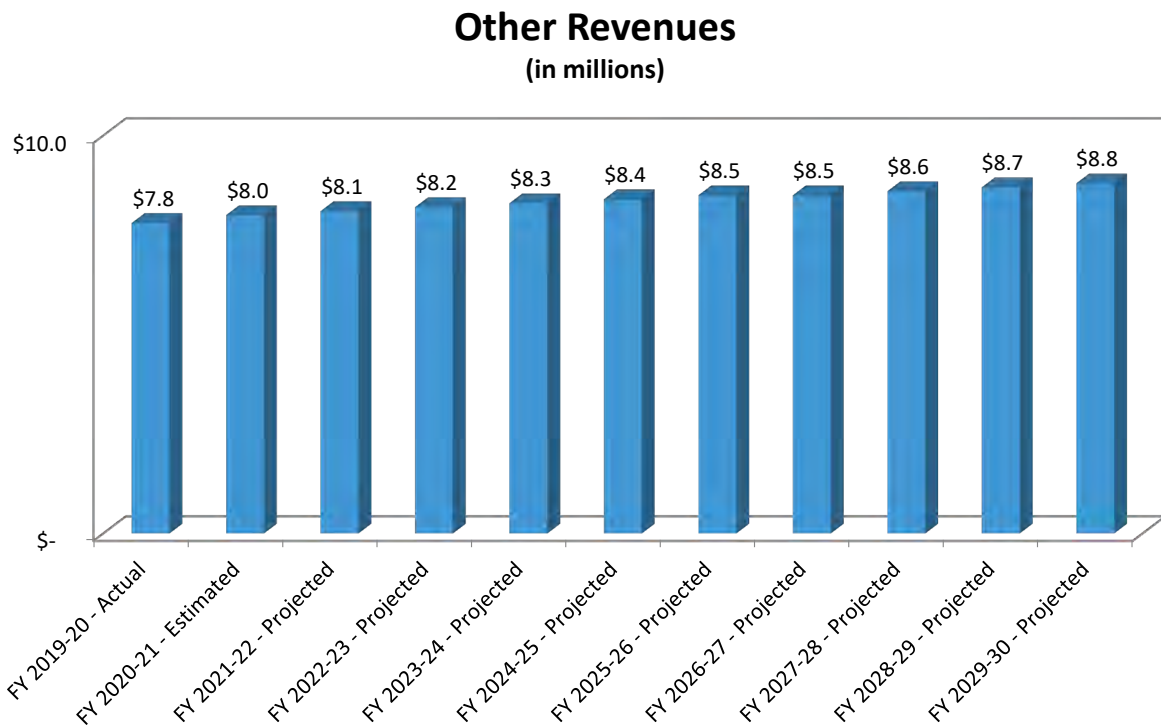


TEN-YEAR GENERAL FUND FORECAST

Other Revenues

Other Revenues are revenues related to right-of-way rents charged to the Water and Sewer Funds, as well as reimbursements from other funds for General Fund expenditures related to salaries and benefits.

Other Revenues received and projected to be received are shown below.



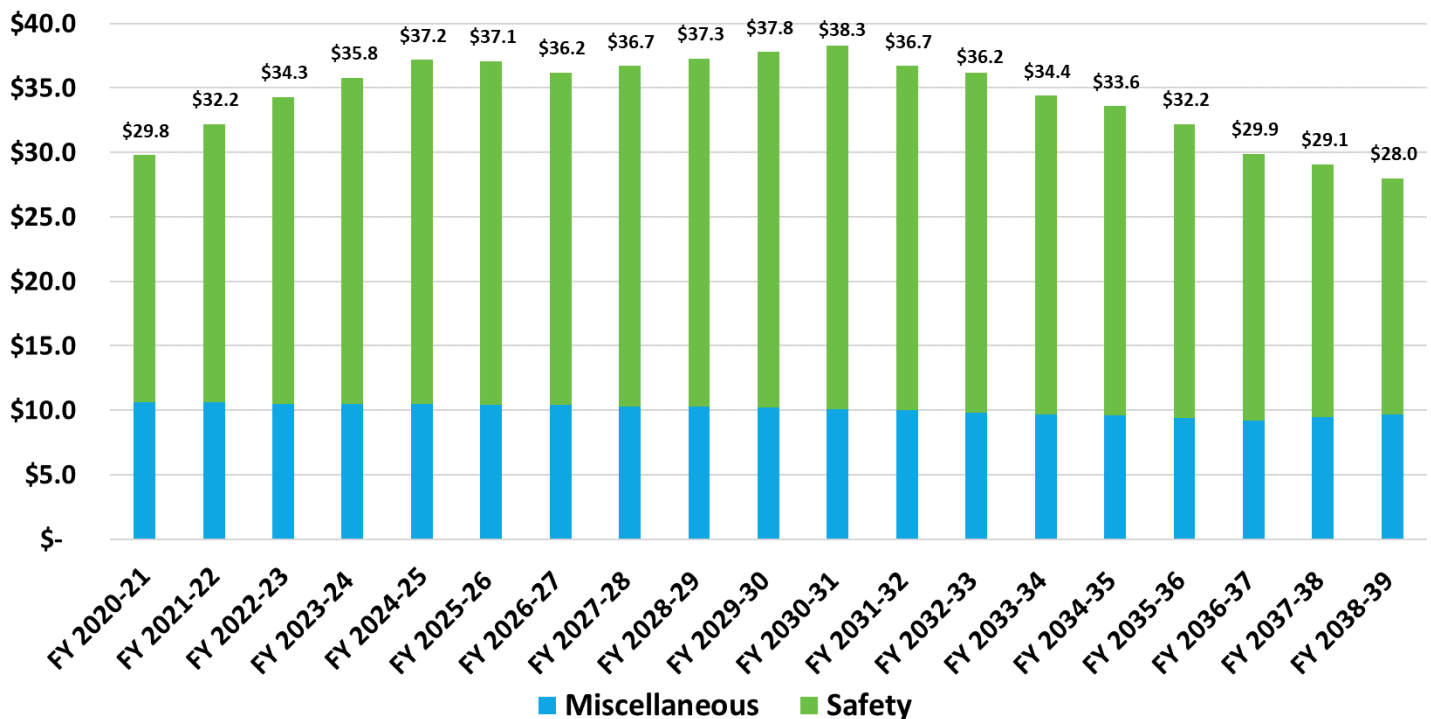
TEN-YEAR GENERAL FUND FORECAST

EXPENDITURES

Over 67 percent of the General Fund’s expenditures consist of salaries and benefits, which is very typical of California cities. The City has two pension plans with the California Public Employees’ Retirement System (CalPERS): one for miscellaneous (non-safety) employees and one for safety employees such as sworn fire and police personnel. As discussed in the Budget Message, the City has increasing costs related to miscellaneous and safety pension plans during the Forecast period.

As shown in the chart below, the City’s pension costs are expected to rise significantly to pay off the unfunded liability. In ten years, the City’s annual CalPERS payment from all City funds (General Fund as well as Sewer and Water Funds) is projected to be approximately \$38.3 million, which is \$6.1 million more than it is estimated to be in FY 2021-22 (\$32.2 million), or a 19 percent increase. These estimates were generated utilizing the CalPERS pension outlook tool to assist in forecasting the potential magnitude on the amount of future required contribution amounts. CalPERS will determine future City pension contributions in the annual valuations which typically are received each fall. Costs will begin to slowly decline in FY 2031-32, but will remain higher than current levels until FY 2036-37.

**Required Annual CalPERS Contributions
(in millions)**



TEN-YEAR GENERAL FUND FORECAST

GENERAL FUND - PROJECTED FY 2020-21 THROUGH FY 2029-30 (in thousands)

(Totals may not add due to rounding)

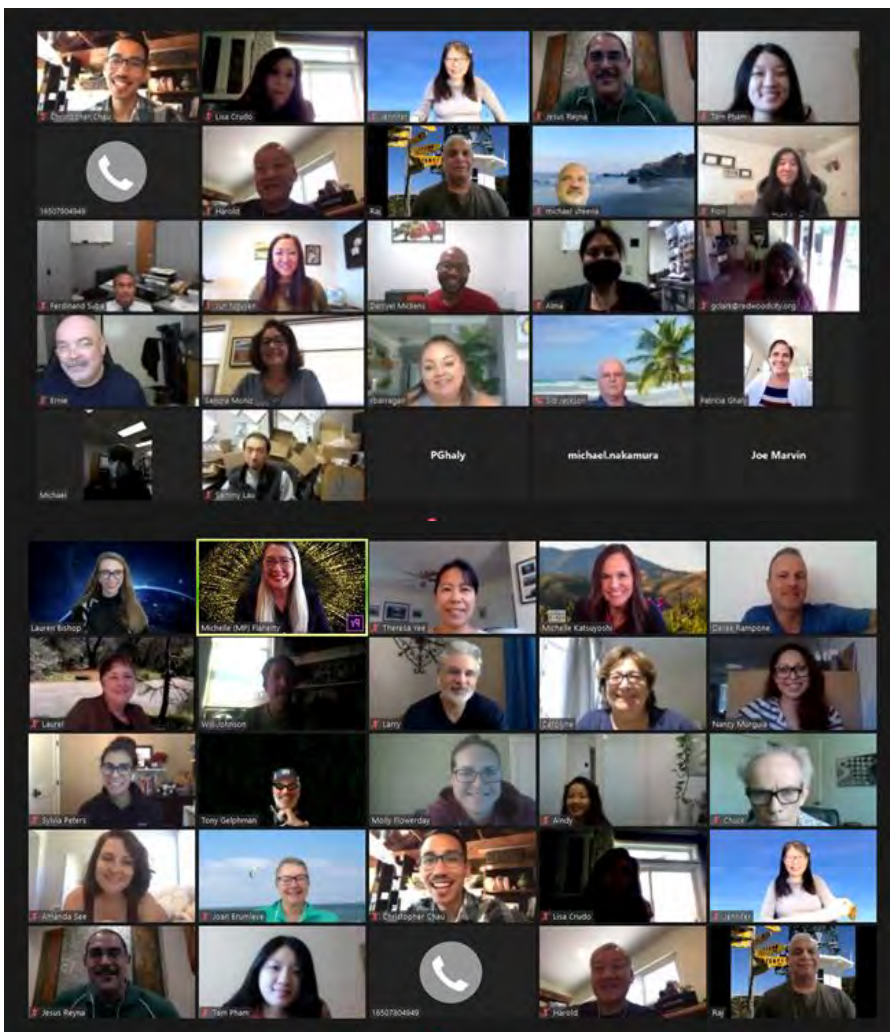
Adopted Budget FY 2021-22

	2019-20 ACTUAL	2020-21 ADOPTED ADJ. BUDGET	2020-21 ESTIMATE	2021-22 ESTIMATE	2022-23 ESTIMATE	2023-24 ESTIMATE	2024-25 ESTIMATE	2025-26 ESTIMATE	2026-27 ESTIMATE	2027-28 ESTIMATE	2028-29 ESTIMATE	2029-30 ESTIMATE
REVENUES												
Property Taxes	57,412	52,682	58,206	55,506	57,008	58,839	60,807	62,890	64,777	66,720	68,722	70,784
Downtown Property Taxes	9,365	9,152	5,844	5,729	5,911	6,147	6,393	6,649	6,848	7,053	7,265	7,483
Sales Tax	32,559	30,604	31,622	33,329	35,580	36,648	37,747	38,879	39,657	40,450	41,259	42,084
Other Taxes	12,009	9,712	6,771	8,076	8,429	8,910	9,461	9,991	10,791	11,614	12,463	13,337
Licenses and Permits	5,247	5,726	6,468	7,609	8,786	8,229	8,229	8,229	8,394	8,562	8,733	8,908
Fines and Forfeitures	(4)	402	302	402	402	402	452	502	507	512	517	522
Interest Earnings/Rentals	6,638	405	2,233	1,855	1,500	1,550	1,300	1,050	800	800	800	800
Revenue from Other Agencies	4,116	2,889	5,407	2,995	3,017	3,037	3,053	3,069	3,131	3,194	3,257	3,323
Charges for Services	19,095	18,196	19,122	18,222	18,817	19,558	20,096	20,654	21,067	21,488	21,918	22,356
Other Revenues	7,809	7,949	7,974	8,082	8,192	8,294	8,374	8,456	8,541	8,626	8,712	8,799
Library	811	637	720	155	155	156	156	156	159	162	165	169
Recreation Revenues	3,055	816	829	831	1,596	1,924	3,000	3,100	3,193	3,289	3,387	3,489
Utility Users Tax	9,258	8,794	8,866	8,963	8,985	9,007	9,032	9,000	9,000	9,000	9,000	9,000
COVID-19 Grant Revenue		1,071	1,071	9,242	9,242							
Total Revenues	167,370	149,035	155,436	160,997	167,618	162,702	168,100	172,626	176,864	181,470	186,199	191,054
Transfers-In:												
Self-insurance and Workers Comp (one-time)		975										
Interest from other funds (CIP & ISF)	7	115	115	10	10	10	10	10	10	10	10	10
GID 1-64 Maintenance District	480	600	480	500	500	500	500	500	500	500	500	500
Total Revenues and Transfers-In	167,857	150,725	156,031	161,507	168,128	163,212	168,610	173,136	177,374	181,980	186,709	191,564
EXPENDITURES												
City Council	314	337	324	332	343	351	360	365	370	376	382	388
City Manager*	2,101	3,043	2,948	3,553	3,641	3,705	3,767	3,797	3,826	3,858	3,892	3,924
City Attorney	1,614	1,892	1,886	2,014	2,064	2,100	2,136	2,153	2,170	2,188	2,207	2,226
City Clerk	770	1,368	991	1,441	1,478	1,505	1,531	1,544	1,557	1,571	1,585	1,600
Administrative Services	3,750	4,364	4,397	4,624	4,746	4,835	4,923	4,968	5,013	5,061	5,112	5,161
Human Resources	1,827	1,990	1,992	2,071	2,126	2,166	2,205	2,226	2,246	2,268	2,291	2,313
Police	42,708	46,203	45,362	47,285	48,736	49,866	50,999	51,701	52,419	53,179	53,983	54,778
Fire	34,907	35,770	37,796	38,591	39,636	40,412	41,184	41,602	42,027	42,480	42,962	43,432
Community Development & Transportation	10,716	11,018	10,729	11,521	11,824	12,046	12,268	12,382	12,500	12,624	12,757	12,886
Parks & Recreation	18,396	18,612	17,994	19,420	19,985	20,417	20,849	21,102	21,361	21,637	21,929	22,217
Library	9,486	9,226	9,837	9,672	9,942	10,145	10,348	10,462	10,577	10,700	10,829	10,955
Public Works Services	1,579	1,623	1,669	1,793	1,858	1,911	1,964	2,002	2,041	2,083	2,126	2,170
Total Expenditures	128,168	135,446	135,925	142,317	146,379	149,459	152,533	154,304	156,108	158,024	160,057	162,049
Transfers-Out:												
Debt Service (Senior Center)						2,200	3,400	3,400	3,400	3,400	3,400	3,400
Docktown	4,366	1,230	600	1,000	500	500	500	500	500	500	500	500
Traffic Safety	1,845	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900
Lido landscape district	40	40	40	40	40	40	40	40	40	40	40	40
UUT/GF savings to capital projects	9,258	8,794	8,866	8,963	8,985	9,007	9,032	9,000	9,000	9,000	9,000	9,000
Workers Comp and ISF	273											
Low/Moderate Income Housing Fund	306											
Others (Water & Parking)	1,109	1,925	1,925	1,925	1,925	1,925	1,925	1,925	1,925	1,925	1,925	1,925
15% Reserve Requirement Contribution		546	834	993	0	810	679	636	691	709	728	750
Total Expenditures and Transfers-Out	145,365	149,881	150,090	157,138	159,729	165,841	170,009	171,704	173,563	175,499	177,550	179,564
Limited Term Funding for Council Priorities												
Section 115 Pension Trust Contribution	1,100	500	500	500	500							
Section 115 OPEB Trust Contribution - Trar	300	300	300	300	300	300	300	300	300	300	300	300
Direct additional pension payments to Call	1,100	268	268	250	250	250	328	2,164	2,277	2,333	2,477	2,507
Department Innovation Initiatives												
City-wide COVID-19 costs	1,325	1,000	1,000	1,000	500							
American Rescue Plan Act Expenditures				9,242	9,242							
Homeless/Healthy Streets/Parking Enf. Initiatives		650	650	650								
ADA Transition Plan		1,000	1,000									
Climate Adaptation Initiatives				500								
Transfer to CIP for transportation projects												
Mental Health/Law Enforcement Pilot		200	200	200	200							
Building Division Study Recommendations		450	450	450	450	450	450	300	300	300	300	300
Diversity, Equity, and Inclusion Initiatives*		219	219									
Total All Expenditures and Transfers-Out	149,190	154,468	154,677	170,230	171,171	166,841	171,087	174,468	176,440	178,432	180,627	182,671
Use of Reserves				7,500								
Net Surplus (Deficit)	18,667	(3,743)	1,354	(1,224)	(3,043)	(3,629)	(2,477)	(1,332)	933	3,548	6,083	8,893

OPERATING PROGRAMS – BUDGET BY DEPARTMENT

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ADMINISTRATIVE SERVICES



Administrative Support
Debt Service
Employee Benefits
Financial Management
Information Technology
Revenue Services
Risk Management &
Insurance

ADMINISTRATIVE SERVICES

DEPARTMENT DESCRIPTION

The Administrative Services Department (ASD) is comprised of three divisions: Finance, Information Technology, and Revenue Services. Working together, these divisions manage the City's organizational infrastructure, financial processes and systems, and technology. The Department's fiscal priorities and focus areas include administration of fiscal affairs, management of all City revenues, risk management, and debt management. The Finance division is responsible for supporting each department with their fiscal affairs and accounting of all revenues and expenditures of the City. The Revenue Services division is responsible for collecting and depositing of all revenues of the City, and generating all utility bills and business licenses to customers. The department provides outstanding customer service related to accounting and information technology to the following agencies: Fire Net Six Joint Powers Authority, Port of Redwood City, Silicon Valley Clean Water Authority, South Bayside Waste Management Authority, and the cities of Burlingame, East Palo Alto, Los Altos Hills, and Portola Valley.

MAJOR ACCOMPLISHMENTS

- Implemented OpenGov online budgeting platform for City departments in developing the recommended budget, improving coordination of this annual process and the public-facing OpenGov transparency platform, which provides budget and actual data from FY 2017-18 to the present
- Implemented a new, streamlined Capital Improvement Plan (CIP) prioritization and selection process for preparation of the FY 2021-22 CIP, including an online CIP submission technology for staff to submit proposed CIP projects and request associated funding
- Updated the Disaster Recovery Plan and Procedures for Accounts Payable and Payroll to prepare for any unforeseen business interruption
- Implemented city-wide cyber security awareness training to minimize the risk of user introduced malware
- Implemented True Bill for utility billing software, a key early element of the multi-phase Enterprise Resource Planning (ERP) technology improvement project
- Updated Utility Delinquent Accounts Collection and Service Discontinuation Policy to be in compliance with SB 998
- Successfully completed several technology infrastructure improvements including: upgraded Police Department WiFi, installed wireless connectivity between the Community Activities Building, the Armory, and the Magical-Bridge.
- Partnered with the City Clerk, City Manager's Office and others to develop an electronic signature policy and implement an electronic signature solution
- Collaborated with the City Attorney and Community Development & Transportation Departments to create the Seaport Centre/Seaport Plaza Community Facilities District No. 2020-01, which will provide for levee improvements
- Collaborated with the City Attorney's Department and the Parks, Recreation & Community Services Department to issue lease revenue bonds associated with the new Veterans' Memorial Building and Senior Center
- Assisted with numerous debt issuances and refinancing of existing debt at the Silicon Valley Clean Water Authority, which resulted in funding for their CIP and a reduction in pre-existing debt service payments
- Successfully implemented remote working capabilities for nearly 1,000 users which includes Redwood City and Five (5) external cities IT supports
- Implemented Microsoft Teams across the City as a shared communication and collaboration platform

ADMINISTRATIVE SERVICES

GOALS FOR FY 2021-22:

- Support return to workplace and hybrid meetings with remote participants, and continued remote access to services by the public, through technology improvements and new online functions
- Implement quarterly financial statements, including budget vs. actual reports, as an informational item to the City Council, by December 2021
- Implement Oracle Cloud Enterprise Resource Planning system (Financial Management by July 2021 and Human Capital Management by January 2022)
- Design and implement by December 2021 a new utility bill forgiveness and payment program to address community hardships arising from the COVID-19 crisis
- Explore additional revenue opportunities and cost savings needed to balance the budget over the 10-year forecast period and provide recommendations to the Finance/Audit Sub-Committee by January 2022
- Develop and implement communication and participation products and processes to support greater community engagement in the budget process, beginning with the preparation of the FY 2022-23 Budget

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Implement a Financial Management and Human Capital System that will include Financial, Utility Billing, Business License, and Human Resources Information Systems by January 2022

ADMINISTRATIVE SERVICES

Performance Measure	2018 Results	2019 Results	2020 Results	Target
Finance				
Percentage variance between budget and actual General Fund expenditures - goal is to be under budget, within 5%	Under budget by 3.52%	Under budget by 8.41%	Under budget by 7.31%	Within 5% under budget
Information Technology				
Percent of finance, payroll, budget, utility, and HR systems availability (except for planned down time due to maintenance and patching).	99.98%	99.99%	99.99%	99.9% (less than 2 hours of unplanned down time)
Revenue Services				
Number of Business Licenses issued	7,113	8,351	8,490	8,000
Number of utility customers utilizing online e-billing process (InfoSend)	45.34%	47.82%	51.78%	48.00%

ADMINISTRATIVE SERVICES

DEPARTMENT BUDGET

The total Administrative Services budget for FY 2021-22 is \$26.8 million, representing 9.4% of the total operational budget. The majority of funding for this department comes from the City's General Fund, Enterprise Funds, and the Internal Services Fund.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 6,696,088	\$ 8,276,853	\$ 8,653,368
Supplies and Services	29,026,051	16,385,835	16,630,867
Internal Services	1,340,692	1,480,232	1,309,492
Capital Allocations	(100,842)	22,500	247,500
Total	\$ 36,961,988	\$ 26,165,419	\$ 26,841,226

BUDGET BY CATEGORIES OF REVENUES

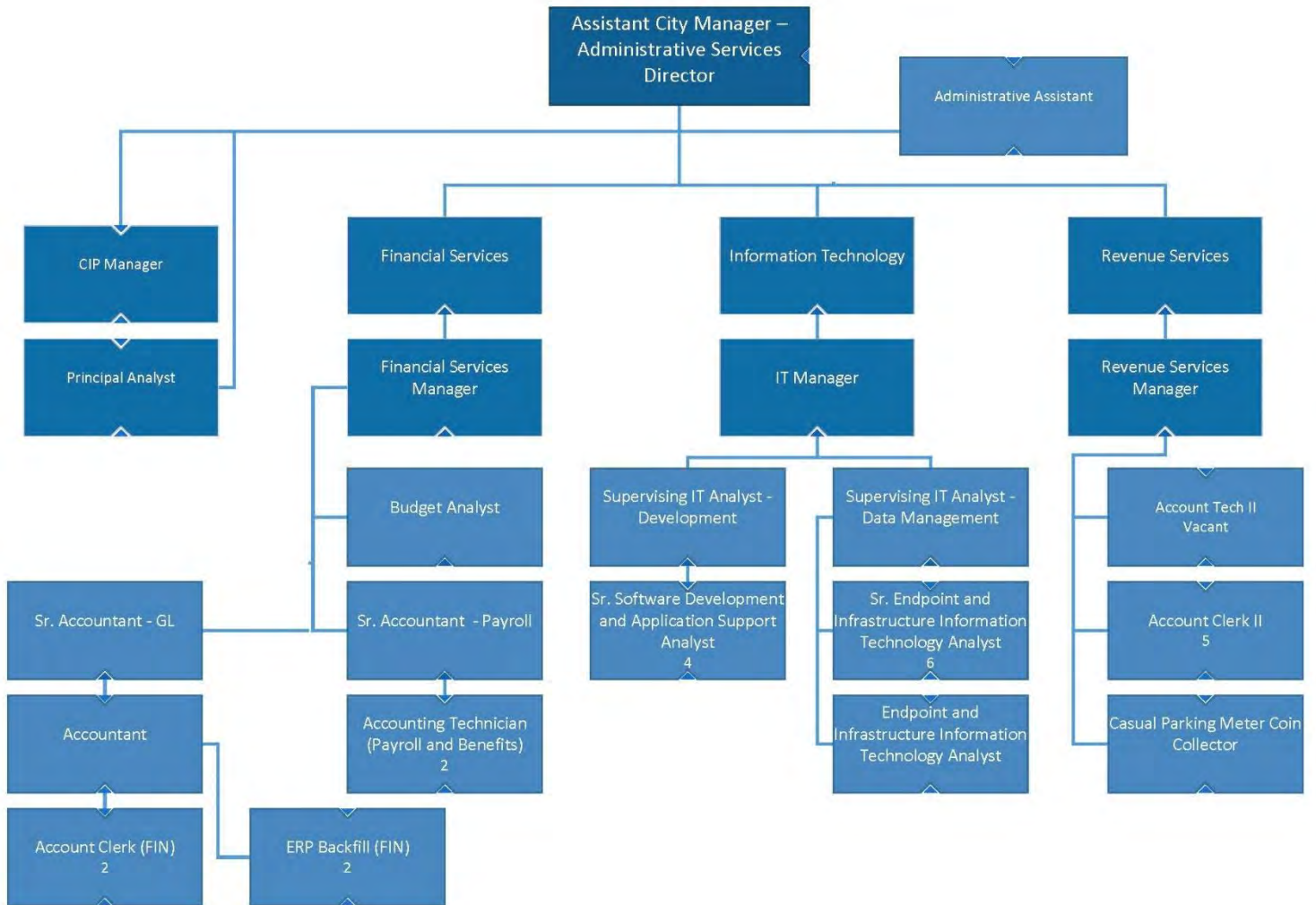
General Fund	\$ 18,491,442	\$ 5,891,261	\$ 6,182,298
Cannabis Business Permits	-	7,826	7,826
Capital Projects Fund	27,117	28,597	28,597
Internal Services Fund	16,475,792	17,696,640	18,083,216
Parking Fund	39,921	111,815	111,011
Sewer Fund	24,696	696,554	696,554
Special Gas Tax Improv Fund	1,290	1,500	1,500
Transportation Fund	243,327	253,837	253,837
Traffic Mitigation Fees Fund	3,291	2,502	2,502
Utility Users Fund	53,501	44,459	44,459
Water Fund	1,601,223	1,430,428	1,429,427
Total	\$ 36,961,601	\$ 26,165,419	\$ 26,841,227

ADMINISTRATIVE SERVICES

There are 34.192 FTEs in the budget, representing 6.2 % of all City employees

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Administrative Services				
Account Clerk II	6.78	6.78	6.78	6.78
Accountant	0.75	0.75	0.75	0.75
Accounting Technician II	2.87	2.87	2.87	2.87
Administrative Assistant	1.00	1.00	1.00	1.00
Assistant ASD Director	-	-	-	0.99
Assistant City Manager	0.93	0.93	0.93	1.00
Endpoint & Infrastructure Analyst	2.00	1.00	1.00	1.00
Financial Services Manager	0.95	0.95	0.95	-
Funded Executive Director C/CAG	1.00	1.00	1.00	1.00
Info Tech Manager	1.00	1.00	1.00	1.00
Managerial/Prof Level II	1.00	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50	0.50
Principal Analyst - Finance	0.90	0.90	0.90	2.18
Revenue Services Manager	1.00	1.00	1.00	1.00
Senior Accountant	1.22	1.22	1.42	0.90
Senior Assistant City Attorney	0.23	0.23	0.23	0.23
Senior Endpoint & Infrastructure Analyst	5.00	6.00	6.00	6.00
Senior Software Dev & App Support Analyst	4.00	4.00	4.00	4.00
Supervising Info Tech Analyst	2.00	2.00	2.00	2.00
Information Tech Analyst -Contract	1.00	1.00	-	-
Total	34.13	34.13	33.33	34.20

ADMINISTRATIVE SERVICES



ADMINISTRATIVE SERVICES

Major changes to the department's budget for FY 2021-22 are listed in the table below.

Administrative Services Department/Finance					
Summary of Change	General Fund	Enterprise Funds	Special Revenue Funds	Internal Service Charges	CIP Fund
Reallocate personnel from the Successor Agency per County OB approval	\$ 106,361				
Increase Budget Analyst position from .5 to 1.0 and include purchasing duties	\$ 116,515				
Reclassify Financial Services Manager position to Assistant ASD Director (same pay as C408)	\$ 11,786	\$ 3,982	\$ 159		
Reclassify 1 Sr. Accountant position to Principal Analyst	\$ 6,304	\$ 610	\$ 3,050		\$ 203
Increase the budget for general liability insurance premiums by \$100k.				\$ 100,000	
Increase postemployment benefits budget for additional payment to CERBT				\$ 300,000	
Increase CalPERS direct payment for amount noted in 10-year forecast	\$ 250,000				
Appropriate \$500k for climate adaptation initiatives noted in 10-year forecast	\$ 500,000				
Appropriate \$650k for homeless/healthy streets/parking enforcement initiatives noted in 10-year forecast	\$ 650,000				
Move Diversity Equity Inclusion manager salary/benefit and supplies/service budget to CMO from ASD - net zero change	\$ -				
TOTAL	\$ 1,640,966	\$ 4,592	\$ 3,210	\$ 400,000	\$ 203

ADMINISTRATIVE SERVICES

PROGRAM: FINANCIAL MANAGEMENT SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,894,009	\$ 2,747,884	\$ 3,110,564
Supplies and Services	584,846	627,387	626,163
Internal Services	779,029	902,199	775,964
Capital Allocations	-	2,500	2,500
Total	\$ 3,257,884	\$ 4,279,970	\$ 4,515,191

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,652,522	\$ 2,249,439	\$ 2,486,467
Cannabis Business Permits	-	7,826	7,826
Parking Fund	32,287	83,213	82,409
Sewer Fund	-	628,790	628,790
Water Fund	1,573,075	1,310,701	1,309,700
Total	\$ 3,257,884	\$ 4,279,970	\$ 4,515,192

ADMINISTRATIVE SERVICES

PROGRAM: FINANCIAL MANAGEMENT

SUB-PROGRAM: Revenue Services (61410)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the collection and deposit of all City revenues and generate utility bills.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 943,951	\$ 1,267,662	\$ 1,316,483
Supplies and Services	477,659	499,626	501,498
Internal Services	411,713	466,253	413,754
Capital Allocations	-	-	-
Total	\$ 1,833,323	\$ 2,233,541	\$ 2,231,735
BUDGET BY CATEGORIES OF REVENUES			
General Fund*	\$ 227,961	\$ 210,836	\$ 210,836
Parking Fund	32,287	83,213	82,409
Sewer Fund*	-	628,790	628,790
Water Fund	1,573,075	1,310,701	1,309,700
Total	\$ 1,833,323	\$ 2,233,540	\$ 2,231,735

*Transfer from the General Fund and the Sewer Fund into the Water Fund.

ADMINISTRATIVE SERVICES

PROGRAM: Financial Management

SUB-PROGRAM: Financial Management Services (61430)

SUB-PROGRAM PURPOSE OR BUSINESS:

Manage the financial system pursuant to federal, state, and city statutes in accordance with generally accepted accounting principles; maximize earnings on cash resources within the framework of the City Investment Policy as part of the treasury function. Responsible for Citywide accounting policies and procedures, investments, accounts payable, budget preparation, payroll, and maintaining the general ledger. Provide accounting services to the Silicon Valley Clean Water Authority and South Bayside Waste Management Authority.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 950,058	\$ 1,480,222	\$ 1,794,082
Supplies and Services	107,187	127,761	124,665
Internal Services	367,316	435,946	362,210
Capital Allocations	-	2,500	2,500
Total	\$ 1,424,561	\$ 2,046,429	\$ 2,283,457

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,424,561	\$ 2,038,603	\$ 2,275,631
Cannabis Business Permits	-	7,826	7,826
Total	\$ 1,424,561	\$ 2,046,429	\$ 2,283,457

ADMINISTRATIVE SERVICES

PROGRAM: ADMINISTRATION SUMMARY

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,628,383	\$ 1,956,034	\$ 1,877,001
Supplies and Services	27,986,601	15,591,564	15,843,004
Internal Services	201,566	210,857	221,647
Capital Allocations	(132,153)	20,000	20,000
Total	<u>\$ 29,684,397</u>	<u>\$ 17,778,455</u>	<u>\$ 17,961,651</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 16,838,920	\$ 3,641,821	\$ 3,695,831
Capital Projects Fund	27,117	28,597	28,597
Internal Services Fund	12,456,084	13,589,645	13,718,832
Parking Fund	7,634	28,602	28,602
Sewer Fund	24,696	67,764	67,764
Special Gas Tax Improv Fund	1,290	1,500	1,500
Transportation Fund	243,327	253,837	253,837
Traffic Mitigation Fees Fund	3,291	2,502	2,502
Utility Users Fund	53,501	44,459	44,459
Water Fund	28,148	119,727	119,727
Total	<u>\$ 29,684,009</u>	<u>\$ 17,778,455</u>	<u>\$ 17,961,651</u>

ADMINISTRATIVE SERVICES

PROGRAM: Administration

SUB-PROGRAM: Administrative Support Services (61710)

PROGRAM PURPOSE OR BUSINESS:

Support programs not directly assigned to any one department, such as the external audit of the City's financial affairs, animal control services, and lease payments related to Public Financing Authority bonds, City membership in various organizations, investment advisory services, pension consulting, and payroll and benefit services for City/County Association of Governments employees that are reimbursed to the City.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 453,022	\$ 643,546	\$ 546,503
Supplies and Services	16,913,976	3,705,849	3,855,849
Internal Services	12,913	13,269	14,322
Capital Allocations	(132,153)	-	-
Total	\$ 17,247,758	\$ 4,362,664	\$ 4,416,674

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 16,838,920	\$ 3,641,821	\$ 3,695,831
Capital Impr/Parks Impact Fees	27,117	28,597	28,597
Parking Fund	7,634	28,602	28,602
Sewer Fund	24,696	67,764	67,764
Special Gas Tax Improv Fund	1,290	1,500	1,500
Internal Services Fund	19,445	173,855	173,855
Traffic Mitigation Fees Fund	3,291	2,502	2,502
Transportation Fund	243,327	253,837	253,837
Utility Users Fund	53,501	44,459	44,459
Docktown Marina	388		
Water Fund	28,148	119,727	119,727
Total	\$ 17,247,758	\$ 4,362,664	\$ 4,416,674

ADMINISTRATIVE SERVICES

PROGRAM: Administration

SUB-PROGRAM: Employee Benefits (67810-60)

PROGRAM PURPOSE OR BUSINESS:

Account for payments made for employee benefits, including health insurance coverage for retirees, payments made to terminated employees for leave accruals, and dental, vision, and unemployment insurance for active employees. Employee costs represent anticipated payments of accrued leave hours to terminated employees.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 927,374	\$ 994,323	\$ 994,323
Supplies and Services	8,302,503	8,012,111	8,012,111
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 9,229,877	\$ 9,006,434	\$ 9,006,434

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 9,229,877	\$ 9,006,434	\$ 9,006,434
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ADMINISTRATIVE SERVICES

PROGRAM: Administration

SUB-PROGRAM: Risk Management and Insurance (67711-14)

PROGRAM PURPOSE OR BUSINESS:

Manage risk situations by assisting in the review of contracts and program activities for loss and insurance implications. Provide insurance protection and self-insurance levels to adequately protect the City against loss. Major expenditures in this program are insurance premiums, claims paid, and administration of general liability and property insurance policies. Funding in this program is provided through an internal services fund.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 247,987	\$ 318,164	\$ 336,175
Supplies and Services	2,770,122	3,873,604	3,975,044
Internal Services	188,653	197,588	207,325
Capital Allocations	-	20,000	20,000
Total	<u>\$ 3,206,762</u>	<u>\$ 4,409,356</u>	<u>\$ 4,538,543</u>

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 3,206,762	\$ 4,409,356	\$ 4,538,543
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ADMINISTRATIVE SERVICES

PROGRAM: INFORMATION TECHNOLOGY SUMMARY

DEPARTMENT: Admin Svcs
SUBPROGRAM IT Summary

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,173,696	\$ 3,572,935	\$ 3,665,803
Supplies and Services	454,604	166,884	161,700
Internal Services	360,097	367,176	311,881
Capital Allocations	31,311	-	225,000
Total	\$ 4,019,708	\$ 4,106,995	\$ 4,364,384

BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 4,019,708	\$ 4,206,995	\$ 4,464,384
Technology Fund	-	(100,000)	(100,000)
	\$ 4,019,708	\$ 4,106,995	\$ 4,364,384

ADMINISTRATIVE SERVICES

PROGRAM: Information Technology

SUB-PROGRAM: Data Services (67110)

SUB-PROGRAM PURPOSE OR BUSINESS:

Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective technologies.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,084,739	\$ 3,375,756	\$ 3,459,234
Supplies and Services	331,714	62,736	56,592
Internal Services	330,457	336,358	279,445
Capital Allocations	605	-	-
Total	\$ 3,747,515	\$ 3,774,850	\$ 3,795,271

BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 3,747,515	\$ 3,874,850	\$ 3,895,271
Technology Fund	-	(100,000)	(100,000)
	\$ 3,747,515	\$ 3,774,850	\$ 3,795,271

ADMINISTRATIVE SERVICES

PROGRAM: Information Technology

SUB-PROGRAM: Voice Services (67211)

SUB-PROGRAM PURPOSE OR BUSINESS:

Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective voice and other communication technologies.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 88,957	\$ 197,179	\$ 206,569
Supplies and Services	122,890	104,148	105,108
Internal Services	29,640	30,818	32,436
Capital Allocations	-	-	-
Total	\$ 241,487	\$ 332,145	\$ 344,113

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 241,487	\$ 332,145	\$ 344,113
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ADMINISTRATIVE SERVICES

PROGRAM: Information Technology

SUB-PROGRAM: Computer Replacement Program (67111)

SUB-PROGRAM PURPOSE OR BUSINESS:

Replacement program for 600 desktops and laptops used throughout the City. Hardware is replaced on a regular cycle to mitigate security risks inherent in machines no longer supported by their manufacturer, as well as to simplify troubleshooting issues by having fewer models in use throughout the organization. The program includes replacing standard business applications, allowing for more collaboration by staff, compatibility of documents, and standardization of software versions. In FY 2020-21, staff froze this program. The program will come back in FY 2021-22 it was inadvertently missed in the creation of the recommended budget book.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	-
Internal Services	-	-	-
Capital Allocations	30,706	-	225,000
Total	\$ 30,706	\$ -	\$ 225,000

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 30,706	\$ -	\$ 225,000
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ADMINISTRATIVE SERVICES

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CITY ATTORNEY



Legal Services

CITY ATTORNEY

DEPARTMENT DESCRIPTION

The City Attorney's Office provides high quality, cost-effective legal representation to the City. Appointed by the City Council, the City Attorney acts as legal advisor to the City Council, Boards, Commissions, Committees, and all City officials related to the conduct of City business. The Office defends and prosecutes, (or retains counsel to defend and prosecute) all civil and criminal actions and proceedings involving the City. The City Attorney's Office provides all legal services in accordance with the highest standards of professionalism, honesty, integrity, teamwork, and ethical conduct.

MAJOR ACCOMPLISHMENTS

- Advised City officials and staff on a myriad of measures as a result of the Covid-19 Pandemic, including safety measures for City worksites under rapidly evolving state and county health orders
- Advised on creation and implementation of policies and programs to support the City's workforce during the COVID-19 pandemic, including an Equipment Loan Program, Expanded Professional Development/Educational Expense Reimbursement policy, and Families First Coronavirus Act policy
- Advised on development and adoption of a cannabis business permit program for storefront retail operation
- Advised on the new Veterans' Memorial Building and Senior Center project, including the issuance of lease revenue bonds and associated construction-related matters
- Advised on the development of a Community Wellness and Crisis Response Team designed to integrate mental health clinicians in tandem responses with law enforcement personnel on calls for services involving persons experiencing mental health crisis.
- Advised on the update to Climate Action Plan, adoption of new Environmentally Preferred Purchasing Policy, and development of Electric Leaf Blower Rebate Program
- Advised on the implementation of District Elections, and assisted with initiation of the City's Redistricting efforts
- Advised on the implementation of the Temporary RV Safe Parking Program, including compliance with evolving state law
- Advised on the implementation of the Reach Codes
- Advised on the adoption and implementation of the Electronic Signature Policy
- Delivered excellent legal advice by continuing to devote the time and resources necessary to assure that requests for opinions, ordinances, resolutions, contracts and all other non-litigation matters are completed in a timely and professional manner throughout the fiscal year
- Worked closely with the City Council, City Manager and City staff to provide legal advice and training on all matters impacting or affecting the City throughout the fiscal year
- Provided efficient, cost-effective delivery of legal services through preparation and implementation of standardized procedures and forms and pursuit of additional cost recovery, where appropriate on an ongoing basis
- Represented the City in negotiations involving complex agreements and contractual disputes throughout the fiscal year
- Represented the City by devoting the time and resources necessary to assure that each case is investigated, analyzed, researched, defended or prosecuted in accordance with the highest legal professional standards on an ongoing basis
- Revised the City's Purchasing Ordinance

CITY ATTORNEY

GOALS FOR FY 2021-22

- Advise on evolving programming in light of the Covid-19 Pandemic
- Advise on development of an Anti-Displacement Strategic Plan regarding affordable housing and tenant protections
- Advise on development of and adoption of a Transit District Plan and Vision Zero Action Plan
- Advise on updates to the Park Impact Fees and Housing Impact Fees and Inclusionary policies
- Advise on construction of the Downtown Library makerspace/coworking space for all ages
- Advise on the City's evolving homelessness initiatives
- Advise on the ongoing implementation of the City's cannabis business permit program for storefront retail operations
- Advise on Phase II of the Downtown Parks Plan
- Advise on ongoing labor negotiations process for successor labor agreements with City's bargaining groups
- Advise on the City's evolving Diversity, Equity and Inclusion program
- Represent the City in negotiations involving complex agreements and contractual disputes throughout the fiscal year

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Advise on the relocation of remaining Docketown Marina residential tenants and manage attendant litigation
- Advise on the City's Housing Element Update
- Advise on the ongoing reorganization of the City's Municipal Code
- Provide high quality, cost-effective legal representation to the City on all matters impacting or affecting the City

CITY ATTORNEY

DEPARTMENT BUDGET

The total City Attorney budget for FY 2021-22 is \$2.0 million, representing 0.7% of the total operational budget.

PROGRAM PURPOSE OR BUSINESS:

Advise City officials, officers and employees in matters of law pertaining to their offices, and represent and appear on their behalf in matters to which they are concerned or are parties.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,295,348	\$ 1,466,455	\$ 1,584,746
Supplies and Services	221,098	320,062	323,758
Internal Services	99,549	105,808	105,732
Capital Allocations	-	-	-
Total	\$ 1,615,995	\$ 1,892,325	\$ 2,014,236

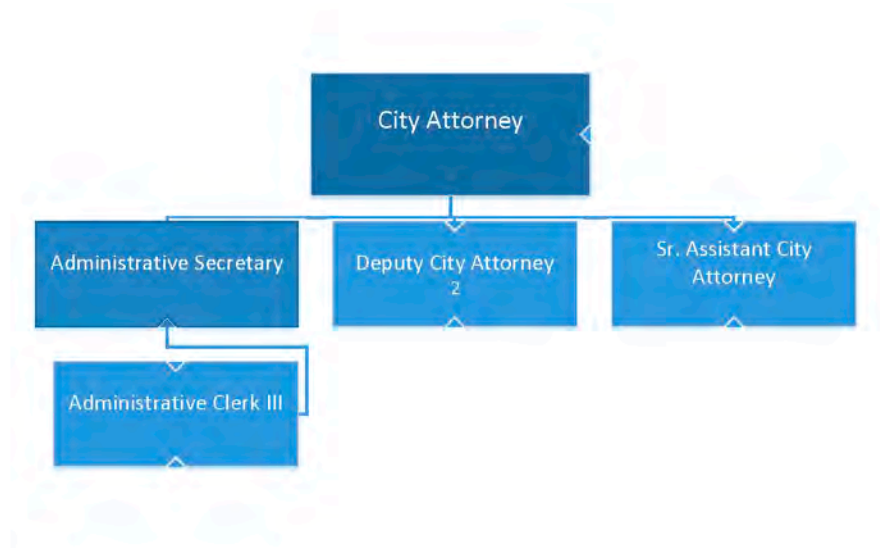
BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,615,995	\$ 1,892,325	\$ 2,014,236
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CITY ATTORNEY

There are 6.02 FTEs in the Budget for FY 2021-2022, representing 1.1% of all City employees.

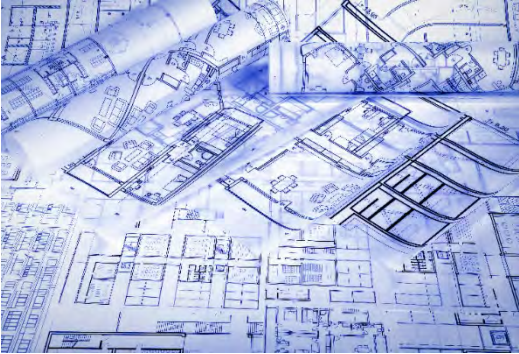
	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
City Attorney				
Administrative Clerk III	1.00	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00	1.00
Assistant City Attorney	0.77	0.77	0.77	-
City Attorney	0.77	0.77	0.77	0.80
Deputy City Attorney	2.00	2.00	2.00	2.00
Senior Assistant City Attorney	0.43	0.43	0.43	1.22
Total	5.97	5.97	5.97	6.02



CITY ATTORNEY

Major changes to the department’s budget for FY 2020-2021 are listed in the table below.

City Attorney	
Summary of Change	General Fund
Change position from Assistant City Attorney to Senior Assistant Attorney	\$ 17,769
TOTAL	\$ 17,769



CITY CLERK



City Council Support

Elections

Legislative Services

Records

Management

CITY CLERK

DEPARTMENT DESCRIPTION

The mission of the City Clerk's Office is to be a steward and protector of democratic processes, such as administration of municipal elections, access to official City records, participation in City Council meetings, and compliance with federal, state and local statutes. The City Clerk's Office supports the City Council in its goals of innovation, transparency, and fairness while promoting community engagement and awareness.

The City Clerk is responsible for facilitating the business proceedings of the City Council, and fulfilling legal requirements set forth in the City Charter, City Codes and State law. The City Clerk acts as the City's Local Elections Official, Custodian of Records, Legislative Recorder, liaison to Council-appointed Boards, Commissions, and Committees, and local campaign finance filing officer.

MAJOR ACCOMPLISHMENTS

- In response to the Covid-19 pandemic and resulting Governor's Executive Order, worked expeditiously to modify City Council meeting procedures to accommodate a virtual meeting environment, increased public participation, and an increase in the number of special meetings
- Partnered with San Mateo County Elections to facilitate the 2020 General Municipal Election and first by-District City Council election
- Supported the enactment of an ordinance establishing local campaign contributions limits and voluntary expenditure limits
- Developed an Administrative Policy for City-issued laptops to the City Council
- Collaborated with City Manager's Office, City Attorney's Office and, and IT staff to develop and implement an organization-wide Electronic Signature Policy
- Collaborated with City Attorney's Office to develop a Public Records Act (PRA) Policy
- Coordinated the citywide effort to update the records retention schedule to comply with new laws and industry best practices
- Implemented an automated Public Records Act Request (PRAR) system
- Recruited new Board, Commission and Committee members to fill 25 seats due to vacancies, resignations and expirations
- Updated the City's Conflict of Interest Code

CITY CLERK

GOALS FOR FY 2021-22

- To support the City's efforts towards diversity, equity and inclusion, research new ways to solicit broader public interest in serving on a Board, Commission or Committee by February 2022
- Implement an electronic system for campaign disclosure and statement of economic interest filings by August 2021
- Explore automated solution for managing and archiving public comment on City Council agenda items by December 2021
- Analyze solutions to support hybrid City Council meetings and evaluate in-person and virtual engagement opportunities by October 2021
- Support the Governance Sub-Committee in exploring potential charter amendments for the November 2022 election
- In conjunction with IT staff, upgrade the OnBase agenda management system for all users by February 2022

CITY CLERK

Performance Measure	2018 Results	2019 Results	2020 Results
Number of agenda Packets produced	26	26	35
Number of Public Records Requests Processed	172	200	203
Number of Official Documents executed and archived (Resolutions, Ordinances, Minutes, Agreements/Contracts)	298	321	274

CITY CLERK

DEPARTMENT BUDGET

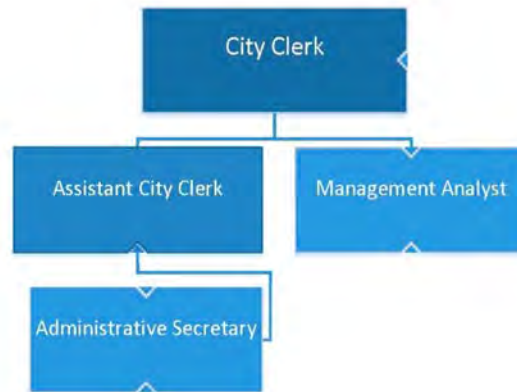
The total City Clerk budget for FY 2021-22 is \$1.4 million, representing 0.5% of the total operational budget. The funding for this department comes from the City's General Fund.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 569,475	\$ 713,397	\$ 790,892
Supplies and Services	102,573	544,431	543,733
Internal Services	98,121	110,077	106,689
Capital Allocations	-	-	-
Total	\$ 770,169	\$ 1,367,906	\$ 1,441,314
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 770,169	\$ 1,367,906	\$ 1,441,314

CITY CLERK

There are 3.8 FTEs in the budget, representing 0.7% of all City employees

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
City Clerk				
Administrative Clerk I				
Administrative Clerk III	1.00	1.00	1.00	-
Administrative Secty	-	-	-	1.00
Assistant City Clerk	0.90	0.90	0.90	0.90
City Clerk	0.88	0.88	0.88	0.90
Management Analyst I	1.00	1.00	1.00	1.00
Total	3.78	3.78	3.78	3.80



CITY CLERK

Major changes to the department's budget for FY 2021-22 are listed in the table below.

City Clerk	
Summary of Change	General Fund
The City Clerk recommends transferring \$4,000 from the Elections-Conferences to Elections- Advertising budget, resulting in no bottom-line budget change.	\$ -
Reclass Administrative Clerk III to Administrative Secretary	\$ 18,564
TOTAL	\$ 18,564

CITY CLERK

PROGRAM: City Clerk

SUB-PROGRAM: Legislative Services/Records Management (61310)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide timely and accurate information and assistance to external and internal customers pertaining to City services, Council actions, and policies in the most efficient and effective manner; prepare, organize, distribute and retain Council legislative documentation; maintain complete records of the City Council deliberations; protect and retain vital official City records; provide legislative research and other services to the City Council and public as required; respond to public records act requests within legal timelines; oversee local requirements, established by the Fair Political Practices Commission, regarding elected and appointed officials as well as reporting obligations; and serve as official recipient and processor of all claims, summons, subpoenas and appeals against the City.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 512,618	\$ 653,636	\$ 724,105
Supplies and Services	67,597	137,374	135,716
Internal Services	96,314	108,494	104,994
Capital Allocations	-	-	-
Total	\$ 676,529	\$ 899,503	\$ 964,815

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 676,529	\$ 899,503	\$ 964,815
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CITY CLERK

PROGRAM: City Clerk

SUB-PROGRAM: Elections (61320)

SUB-PROGRAM PURPOSE OR BUSINESS:

Conduct municipal elections including Charter amendments, City Council seats, referenda and recalls; file documents pertaining to election proceedings with the Secretary of State and the County of San Mateo; provide information to candidates, Council Members, staff, and the community; and comply with all regulations established by the California Elections Code and the Fair Political Practices Commission.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 56,857	\$ 59,762	\$ 66,787
Supplies and Services	2,980	333,272	334,232
Internal Services	1,807	1,584	1,695
Capital Allocations	-	-	-
Total	\$ 61,644	\$ 394,617	\$ 402,714

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 61,644	\$ 394,617	\$ 402,714
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CITY CLERK

PROGRAM: City Clerk

SUB-PROGRAM: Council Support (61330)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide Council support and uphold the public process enabling multi-modal public participation; enable televising and streaming (live and archived) of all public Council meetings; organize and plan for Town Hall meetings; Boards, Commissions' and Committees' processes, and prepare celebratory documents for City Council presentation (proclamations and plaques) and an informational brochure about community participation in the public process.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2020-21	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	31,996	73,785	73,785
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 31,996	\$ 73,785	\$ 73,785

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 31,996	\$ 73,785	\$ 73,785
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CITY COUNCIL

Legislative and Policy
Determination

Human Services Grants

Strategic Planning

CITY COUNCIL

DESCRIPTION

The City Council consists of seven members, and is the governing body elected directly by the residents of Redwood City. As the legislative branch of our local government, the Council makes final decisions on all major City matters, and sets citywide priorities and policies. The Council directs the City Manager to implement these priorities and policies. The Council adopts ordinances and resolutions necessary for efficient governmental operations, approves the budget, and acts as a board of appeals. It appoints the City Manager and City Attorney, as well as the members of the City's advisory boards, commissions, and committees. In addition, the City Council represents the City and serves on numerous regional agencies and organizations.

GOALS FOR FY 2021-22

- Direct staff and partner with other organizations to advance the City Council's top three priorities: Housing, Transportation, Children and Youth
- Direct staff to develop programs and initiatives in support of the City's Three R's Response Strategy to COVID-19
 - Respond to immediate community needs resulting from the COVID-19 pandemic, with particular care for seniors and vulnerable residents
 - Restore community cultural, economic and social vitality in partnership with community organizations and businesses
 - Reimagine public services in light of evolving community needs and financial resources
- Direct staff and support implementation of Redistricting for District Elections, as legally required, utilizing 2020 Census Data

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Advancing key affordable housing projects
- Continue implementation of the citywide transportation plan, RWCmoves
- Plan for 450 childcare spaces in new developments over the next five years
- Continue to expand neighborhood engagement efforts
- Continue the Middlefield Utility Undergrounding Project construction
- Begin implementation of the El Camino Real Corridor Plan
- Advance the Highway 101/84 Interchange project
- Advance the Blomquist Bridge extension project
- Coordinate with regional partners to further key transportation projects including the Dumbarton Transportation project, Caltrain Electrification and Modernization project, and the High Speed Rail project

CITY COUNCIL

DEPARTMENT BUDGET

The total City Council budget for FY 2021-22 is \$491 thousand, representing 0.2% of the total operational budget.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 221,805	\$ 234,255	\$ 215,244
Supplies and Services	134,800	162,958	162,958
Internal Services	91,956	99,553	113,469
Capital Allocations	-	-	-
Total	<u>\$ 448,561</u>	<u>\$ 496,766</u>	<u>\$ 491,671</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 348,561	\$ 396,766	\$ 391,671
Human Svcs Grant Fund	100,000	100,000	100,000
Total	<u>\$ 448,561</u>	<u>\$ 496,766</u>	<u>\$ 491,671</u>

There are 7.0 FTEs in the Budget for FY 2021, representing 1.3% of all City employees.

CITY COUNCIL

PROGRAM: City Council

SUB-PROGRAM: Legislative/Policy Determination (61110)

PROGRAM PURPOSE OR BUSINESS:

Determine the policies of the City and seek the most effective use of limited resources to meet community needs.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 221,805	\$ 234,255	\$ 215,244
Supplies and Services	-	3,158	3,158
Internal Services	91,956	99,553	113,469
Capital Allocations	-	-	-
Total	\$ 313,761	\$ 336,966	\$ 331,871

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 313,761	\$ 336,966	\$ 331,871
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CITY COUNCIL

PROGRAM: Human Services

SUB-PROGRAM: Human Services Financial Assistance (64213)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by providing grants to non-profit agencies whose programs respond to the human service needs of Redwood City residents as identified and prioritized by the City's Housing and Human Concerns Committee.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	134,800	159,800	159,800
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 134,800	\$ 159,800	\$ 159,800

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 34,800	\$ 59,800	\$ 59,800
Human Services Financial	100,000	100,000	100,000
Total	\$ 134,800	\$ 159,800	\$ 159,800

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CITY MANAGER

Budget Oversight

Communications

Community Engagement

Economic Development

Housing

IDEAL RWC

(Inclusion, Diversity, Equity
Accessibility and Leadership
in Redwood City)

Management

Legislative Advocacy

Policy Implementation

Real Property

Management

Strategic Planning

CITY MANAGER

DEPARTMENT DESCRIPTION

Appointed by the City Council, the City Manager appoints and manages the City's department heads (Administrative Services Director, Chief of Police, Fire Chief, City Clerk, Community Development and Transportation Director, Human Resources Director, Library Director, Parks, Recreation and Community Services Director and Public Works Services Director) and is responsible for implementing City Council policy direction and overseeing all City operations. The City Manager's Office has three divisions: Administrative, Communications and Community Engagement, Economic Development, and Housing. The Office leads strategic initiatives and performance management efforts, and works with the City Council, staff and community partners on projects and programs to support the City's mission, values, and priorities. The department works in partnership with the Housing and Human Concerns Committee.

MAJOR ACCOMPLISHMENTS:

- Developed a work plan and was awarded SB2 grant funding (\$310,000) to provide financial/technical assistance to update City planning documents to streamline affordable housing production
- Continued efforts to improve housing preservation and production, including completing funding agreements and restrictions for 700+ affordable housing units, and continued developing housing preservation and protection policies as part of the Partnership for the Bay's Future Challenge Grant initiatives
- Negotiated the sale of 1306 Main Street, a City-owned affordable housing property, for \$8 million plus 22 very-low income replacement units.
- Stood up a business resource call center to support all Redwood City businesses during the COVID-19 Shelter in Place Order, mailed required Public Health documentation to all 6,600+ Redwood City businesses and provided \$300,000 in small business grant support
- Directed over \$3 million in funding for rental assistance to support vulnerable residents during COVID-19
- Ramped up City communications during the COVID-19 pandemic and adopted a Strategic Communications Plan
- Established an Outdoor Business Activity Program to allow businesses to operate in City public right-of-ways, streets, sidewalks and private parking lots
- Adopted a Retail Cannabis Ordinance allowing storefront retail operations at designated locations in the City
- Established a Temporary RV Safe Parking Program and off-street facility
- Increased community understanding of current City operations as a foundation for reimagining City services through Community Meeting on public safety budgets and activities and more detailed presentation of City operations with June 2021 budget study session
- Supported City Council Ad Hoc Committee on Policing including coordinating extensive community engagement, ensuring increased information sharing, advocating for multi-agency Community Wellness and Crisis Response Team and creation and support of Police Advisory Committee
- Hired Equity and Inclusion Officer to increase organizational capacity to make actionable the City's commitment to diversity, equity and inclusion, including by working with the new Police Advisory Committee and City Council Equity and Social Justice Sub-Committee.

CITY MANAGER

GOALS FOR FY 2021-22:

- Support programs and initiatives in support of the City's COVID-19 Response Strategy – *Respond, Restore and Reimagine*
- Develop a Citywide Equity Plan that incorporates policy priorities and new, specific commitments to equity in each department by
- Develop and adopt an Anti-Displacement Strategic Plan that includes strategies to preserve unsubsidized affordable housing and mobile home units and enhancements to the City's existing tenant protection ordinances by end of 2021
- Task the Housing and Homelessness Innovation Team (which includes staff in Fire, Police and Public Works Services) with examining current calls for service and community needs related to unsheltered community members, and exploring new models for homeless outreach and support through June 2022
- Coordinate with other communities and the County of San Mateo on addressing community impacts of encampments on public (non-City) and private property through June 2022
- Continue to support affordable housing production through implementation of the Affordable Housing Ordinance and allocation of City housing funds through June 2022
- Lead City Council redistricting efforts with the Census 2020 data, including significant community outreach by December 2021
- Implement the City's Economic Resiliency Plan, Shop Local Campaign and Small Business Empowerment Program, and explore establishing a permanent parklet program in the City's downtown by December 2021

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Support inclusion, belonging and equity-related professional development for staff
- Strengthen relationships throughout the community by engaging intentionally with existing partners and by building new connections that allow the City to better hear community members in areas that have been historically and currently marginalized
- Continue to support the production of 100% affordable housing for unique population projects in Redwood City
- Develop and implement an Anti-Displacement Strategic Plan that includes strategies to preserve unsubsidized affordable housing and mobile home units and enhancements to the City's existing tenant protection ordinances
- Facilitate development of an electronic sign on Highway 101 on a site approved by Caltrans, including sign ordinance revisions as needed
- Oversee and monitor the City's delivery cannabis business to ensure businesses comply with City ordinances and City Manager's regulations
- Implement a retail cannabis business program and regulations
- Oversee and coordinate Governance and Legislative Advocacy activities

CITY MANAGER

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	Target
Number of neighborhood community engagement events	48	59	68	28	50
Number of active neighborhood associations	10	15	14	14	15
Number of neighborhood association leaders	30	31	36	28	30
Number of users for Nextdoor, Facebook, Twitter and Instagram	Facebook: 3,208 Nextdoor: 19,687 Twitter: 4,598 Instagram: 1,770	Facebook: 4,075 Nextdoor: 27,207 Twitter: 5,215 Instagram: 2,053	Facebook: 4,983 Nextdoor: 29,269 Twitter: 5,829 Instagram: 2,806	Facebook: 6,377 Nextdoor: 40,042 Twitter: 6,946 Instagram: 4,191	Facebook: 6,000 Nextdoor: 32,000 Twitter: 6,000 Instagram: 3,300
Number of annual unique visitors to the City's website	600,228	761,064	679,540	601,379	740,000
Number of Redwood City Voice blog subscribers	987	Over 1,000	Over 1,000	Same	Same
Number of contacts with businesses pertaining to assistance, retention, expansion, or relocation in Redwood City	35	41	78	6,400	100
New: average eNewsletter open rate	28%	32%	29%	35%	30%
New: number of printed newsletters	2	3	3	1	2
Number of new entitled Affordable Housing units	172	125	119	147	100

CITY MANAGER

DEPARTMENT BUDGET

The total City Manager budget for FY 2021-22 is \$12.5 million, representing 4.2% of the recommended operational budget.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,033,162	\$ 2,663,407	\$ 3,044,811
Supplies and Services	2,812,415	8,424,228	9,179,187
Internal Services	181,520	214,751	248,507
Capital Allocations	50,000	-	-
Total	\$ 5,077,097	\$ 11,302,386	\$ 12,472,505

BUDGET BY CATEGORIES OF REVENUES

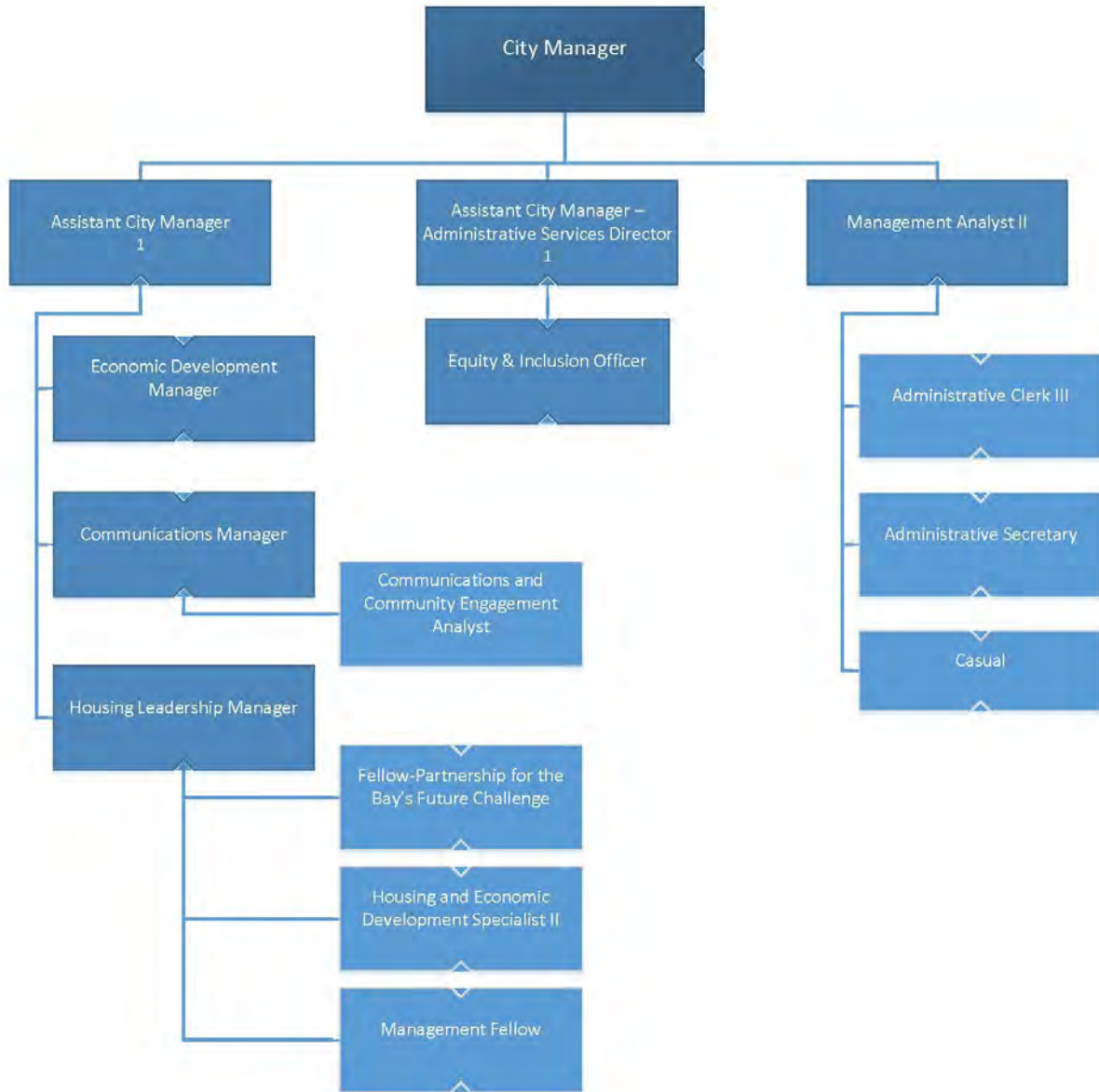
General Fund	\$ 3,301,464	\$ 3,071,852	\$ 4,131,865
Cannabis Business Permits	9,759	71,441	71,441
Community Benefits Fund	50,000	-	-
Internal Service Fund	120,819	167,866	179,734
Affordable Housing Fund	557,021	558,054	530,405
Community Dev Block Grant Fund	-	1,658,170	1,464,268
Federal Community Dev Block Grants	444,001	(465)	308
Housing In-Lieu Fees & Other Revenues	-	2,010,261	2,010,261
Housing Support Fund	-	-	324,545
HOME Investment Partnership Program	-	1,039,129	1,288,118
Low & Moderate Income Housing Asset Fund	534,961	2,726,306	2,471,410
Rental Income Fund	59,073	(227)	150
Total	\$ 5,077,098	\$ 11,302,387	\$ 12,472,505

CITY MANAGER

There are 12.16 FTEs in the budget, representing 2.2% of all City employees.

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
City Manager				
Account Clerk II	0.10	0.10	0.10	0.10
Administrative Clerk III	1.00	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00	1.00
Assistant ASD Director	-	-	-	0.01
Assistant City Manager	0.07	1.07	1.07	1.01
City Attorney	0.05	0.05	0.05	0.02
City Clerk	0.02	0.02	0.02	-
City Manager	0.85	0.85	0.85	0.85
Communications Manager	1.00	1.00	1.00	1.00
Community Dev & Transp Director	0.06	0.06	0.06	0.06
Deputy City Manager	1.00	-	-	-
Economic Development Manager	1.00	1.00	1.00	1.00
Equity Manager	-	-	1.00	1.00
Financial Services Manager	0.05	0.05	0.05	-
Housing Leadership Manager	1.00	1.00	1.00	1.00
Housing & Econ Dev Spec II	1.00	1.00	1.00	1.00
Management Analyst I	2.00	2.00	2.00	2.00
Principal Analyst - Finance	0.10	0.10	0.10	0.02
Secretary	0.04	1.04	1.04	1.00
Senior Accountant	0.53	0.53	0.28	0.10
Senior Assistant City Attorney	0.02	0.02	0.02	-
Total	10.89	11.89	12.64	12.16

CITY MANAGER



CITY MANAGER

Major changes to the department’s budget for FY 2021-22 are listed in the table below.

City Manager Office			
Summary of Change	General Fund	Enterprise Funds	Special Revenue Funds
Funding for the renewal of Customer Relationship Management (CRM) tool, myRWC (Accela), and for new Customer Relationship Management tool	\$ 5,000		
Funding for translation services (translation of documents and in-person interpreter)	\$ 15,000		
<u>CDBG</u>			
CDBG Administration: budget reallocation within program - Supplies and Service			\$ 785
CDBG Administration: budget reallocation within program - Professional Services			\$ (8,500)
CDBG: budget reallocation within program - Public Services			\$ (1,784)
CDBG: budget reallocation within program - Facilities Improvements		\$ 257	\$ (236,981)
<u>HOME</u>			
Create new Housing Support fund			\$ 43,479
Acquisition & Rehabilitation Housing Project			\$ 247,398
Administration Salaries and Benefits - net zero change			\$ -
<u>HOUSING SUPPORT FUND</u>			
Community Housing Development Organization Set Aside			\$ 49,480
TOTAL	\$ 20,000	\$ 257	\$ 93,877

CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Management/Policy Execution (61210-61223)

PROGRAM PURPOSE OR BUSINESS:

Implement and execute City Council policy decisions and strategic initiatives; provide overall leadership and vision for the City organization; produce and recommend to Council annual budgets and alignment of resources, and assure that programs and services are provided effectively and efficiently.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 704,511	\$ 707,808	\$ 756,838
Supplies and Services	151,455	275,756	273,759
Internal Services	145,957	162,483	179,565
Capital Allocations	50,000	-	-
Total	\$ 1,051,923	\$ 1,146,047	\$ 1,210,162

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,001,923	\$ 1,142,921	\$ 1,207,036
Cannabis Business Permits	-	3,126	3,126
Community Benefits Fund	50,000	-	-
Total	\$ 1,051,923	\$ 1,146,047	\$ 1,210,162

CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Communications/Community Engagement (61220)

PROGRAM PURPOSE OR BUSINESS:

Promote and facilitate community building and civic engagement outreach and activities; foster public awareness of City actions; and provide effective communications between the City and the community in order to build a great community together.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 604,194	\$ 901,894	\$ 1,001,751
Supplies and Services	580,456	397,575	418,295
Internal Services	8,150	6,383	8,307
Capital Allocations	-	-	-
Total	\$ 1,192,800	\$ 1,305,852	\$ 1,428,353

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,192,800	\$ 1,305,852	\$ 1,428,353
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CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Economic Development (61240)

PROGRAM PURPOSE OR BUSINESS:

Implement programs to strengthen and sustain the City’s economic base and enhance its positive business climate. Programs include targeted business attraction and retention, utilizing a variety of tools and strategies including data collection, marketing, revitalizing commercial districts, and developing metrics to measure successful accomplishment of key economic development priorities.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 251,263	\$ 344,206	\$ 355,640
Supplies and Services	443,314	145,080	146,280
Internal Services	2,697	2,107	2,744
Capital Allocations	-	-	-
Total	\$ 697,274	\$ 491,393	\$ 504,664

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 687,515	\$ 423,078	\$ 436,349
Cannabis Business Permits	9,759	68,315	68,315
Total	\$ 697,274	\$ 491,393	\$ 504,664

CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Homelessness Initiatives

PROGRAM PURPOSE OR BUSINESS:

To implement vision of “functional zero” for homelessness in Redwood City; mitigate public health, public safety, and environmental concerns related to unsheltered homelessness and homeless encampments; transition unsheltered residents into permanent housing; and eliminate the long term impact of encampments and street homelessness.

	ACTUAL	ADJUSTED	RECOMD.
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	650,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ -	\$ -	\$ 650,000
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ -	\$ -	\$ 650,000

CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Receptionist Services (67212)

PROGRAM PURPOSE OR BUSINESS:

Provide Citywide receptionist phone support and customer service at City Hall for the residents and internal customers.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 111,798	\$ 156,269	\$ 167,072
Supplies and Services	(1,701)	1,187	1,187
Internal Services	10,722	10,411	11,475
Capital Allocations	-	-	-
Total	\$ 120,819	\$ 167,866	\$ 179,734

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 120,819	\$ 167,866	\$ 179,734
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CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: IDEAL RWC (Inclusion, Diversity, Equity, Accessibility and Leadership in Redwood City)

PROGRAM PURPOSE OR BUSINESS:

Advance equity and inclusion both in the City workplace and through the City's services and engagement with the public. Amplify community voice and support systems change through partnership with City departments, community-based organizations, and community members themselves.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ 210,127
Supplies and Services	-	100,000	100,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ -	\$ 100,000	\$ 310,127

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ -	\$ 100,000	\$ 310,127
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CITY MANAGER

**PROGRAM: HOUSING AND COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIP
PROGRAM SUMMARY**

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 361,396	\$ 553,230	\$ 553,383
Supplies and Services	1,638,891	7,504,630	7,589,666
Internal Services	13,994	33,367	46,416
Capital Allocations	-	-	-
Total	\$ 2,014,281	\$ 8,091,227	\$ 8,189,465

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 419,226	\$ 100,000	\$ 100,000
Affordable Housing Fund	557,021	558,053	530,405
Community Dev Block Grant Fund	-	1,658,170	1,464,268
Federal Community Dev Block Grants	444,001	(465)	308
Housing In-Lieu Fees & Other Revenues	-	2,010,261	2,010,261
Housing Support Fund	-	-	324,545
HOME Investment Partnership Program	-	1,039,129	1,288,118
Low & Moderate Income Housing Asset Fund	534,961	2,726,306	2,471,410
Rental Income Fund	59,073	(227)	150
Total	\$ 2,014,282	\$ 8,091,227	\$ 8,189,465

CITY MANAGER

Community Development Block Grant (CDBG) HOME Investment Partnership Program (HOME)

Available Funding		Spending Limits	
CDBG		CDBG Public Services	
FY 21-22 CDBG Allocation	\$ 769,420	15% of FY 21-22 CDBG Allocation	\$ 115,413
Estimated FY 21-22 Program Income	40,000	15% of FY 20-21 Program Income	4,050
Prior Year Carryover Funding	-	Total	\$ 119,463
Total CDBG	\$ 809,420	CDBG Administration & Fair Housing	
HOME		20% of FY 21-22 CDBG Allocation	\$ 153,884
FY 21-22 HOME Allocation	\$ 329,864	20% of FY 21-22 Program Income	\$ 8,000
Estimated FY 21-22 HOME Program Income	-	Total	\$ 161,884
Carryover CHDO* Funding (Prior Yr 2019)	48,993	HOME Administration	
Total HOME	\$ 378,857	10% of FY 21-22 HOME Allocation	\$ 32,986
TOTAL HOME/CDBG	\$ 1,188,277	HOME CHDO* Set Aside	
		15% of FY 21-22 HOME Allocation	\$ 49,480

* Community Housing Development Organization

CITY MANAGER

CDBG/HOME Expenditures

CDBG	
Administration & Fair Housing	
CDBG Administration	\$ 146,884
Fair Housing - Project Sentinel	15,000
Subtotal	\$ 161,884
Public Services	
Bay Area Legal Aid - Domestic Violence Legal Safety Net Project	\$ 17,511
Community Overcoming Relationship Abuse (CORA) - Emergency Shelter Program	16,888
LifeMoves - Homeless Shelter Operations	16,888
Mental Health Association - Spring Street Shelter	16,888
Rape Trauma Services - Sexual Abuse Services for Children and Youth	16,888
Samaritan House - Safe Harbor Homeless Shelter	17,511
StarVista - Day Break Shelter	16,888
Subtotal	\$ 119,462
Minor Home Repair	
Center for Independence of Individuals with Disabilities - Housing Accessibility Modifications	\$ 20,000
Rebuilding Together Peninsula - National Rebuilding Day	20,540
Rebuilding Together Peninsula - Safe at Home	20,540
Subtotal	\$ 61,080
Public Facilities Improvement Projects	
Fair Oaks Adult Activity Center - Kitchen Remodel	\$ 416,994
Economic Development	
Renaissance Entrepreneurship Center	\$ 50,000
TOTAL CDBG	\$ 809,420
HOME	
HOME Administration	\$ 32,986
Community Housing Development Organization (CHDO) Set Aside	98,473
Acquisition & Rehabilitation Housing Project (TBD)	247,398
TOTAL HOME	\$ 378,857
TOTAL CDBG & HOME	\$ 1,188,277

* Estimated FY 20-21 Program Income \$ 27,000.00

CITY MANAGER

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COMMUNITY DEVELOPMENT AND TRANSPORTATION



Administration
Building and Inspection
Downtown Facilities
Engineering and Construction
Planning
Transportation

COMMUNITY DEVELOPMENT AND TRANSPORTATION

DEPARTMENT DESCRIPTION

The Community Development and Transportation Department is comprised of three divisions: Building Regulation and Code Enforcement Services, Engineering and Transportation Services, and Planning Services. Under the policy direction of the City Council and in conjunction with other City departments, these divisions guide the development, physical growth, and preservation of the City. Efforts include providing building code and Municipal Code compliance, current and advanced planning, development services, Geographic Information System (GIS) management, environmental review, historic review, transportation planning, and capital improvement management of the City's infrastructure. The Department works in partnership the Planning Commission, Architectural Advisory Committee, Historic Resources Advisory Committee, and related City Council subcommittees and ad hoc committees.

MAJOR ACCOMPLISHMENTS

- Implemented Reach Codes to reduce greenhouse gas emissions (GHGs), including measuring by tracking the number of new buildings constructed
- Completed a Gatekeeper development review process for General Plan Amendment requests. Held three public hearings to review nine projects, eight projects were initiated for further study. The environmental review process was also commenced.
- Supported businesses modifying their facilities to enable expanded temporary sidewalk cafes and other outdoor business uses to meet public health objectives due to COVID-19; including creation of a rapid response team to help with construction review
- Facilitated the development of Accessory Dwelling Units (ADUs) by amending the City's ordinance to be consistent with State law, streamlining building permit issuance, standardizing ADU building plans, reducing fees, simplifying City submittal requirements, and exploring new technology
- Initiated the state-required Housing Element update and identify, based on community outreach, a preferred land use strategy
- Began the community engagement process and the environmental review for the Transit District Plan area in Downtown Redwood City
- Extended recycled water distribution pipelines to serve landscape irrigation demands at parks, streetscapes and medians, and for approved indoor uses in both new buildings and existing buildings, with a focus to bring recycled water services to certain large development projects
- Completed the second year of construction of the California Water Tank, Pump Station and Transmission Main Project to increase the level of water supply safety for all water customers in the Emerald Hills area by providing a more reliable water storage capacity for daily use and emergency responses by 2022
- Completed Phase 1 of the Middlefield Road Project by building a joint trench for the relocation of overhead utilities in 2020 and substantially completed Phase 2 of the project, including streetscape improvements such as sidewalk replacement, accessible curb ramps, crosswalks, protected bicycle lanes, street lights, and street trees by the end of 2021
- Completed improvements for Redwood City Safe Routes to School Project

COMMUNITY DEVELOPMENT AND TRANSPORTATION

GOALS FOR FY 2021-22

- Present the Transit District Plan and associated environmental review to the City Council by December 2022
- In collaboration with impacted departments, Community Development & Transportation staff will develop a Vision Zero Action Plan to present to the City Council by September 2022
- Extend recycled water distribution pipelines to serve landscape irrigation demands at parks, streetscapes and medians, and for various approved indoor uses in both new buildings and existing buildings into the Downtown area by December 2022
- Complete the last year of the 2.5 years of scheduled construction of the City's California Water Tank, Pump Station and Transmission Main Project to increase the level of water supply safety for all water customers in the Emerald Hill water service area by providing a much more reliable water storage capacity for daily use and emergency responses by December 2022
- Collaborate with other City departments to create a business friendly Outdoor Dining Program to encourage economic growth for downtown restaurants by August 2021
- Update our currently outdated Construction and demolition recycling program to align with current state regulations by September 2021
- Continue to conduct virtual building inspections, electronic submittals and plan review, and implement a new permitting system that will enable online permitting to improve reporting capabilities and customer service by September 2021
- Begin processing entitlements in Summer 2021 for initiated Gatekeeper projects and begin conducting environmental review for these projects.
- Determine a preferred land use strategy and initiate environmental review for the Housing Element in late 2021.
- Complete Building Inspection and Code Enforcement Division organizational review and initiate the implementation of the review's recommendations.

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Adopt and implement the Central Redwood City Plan
- Adopt and implement a Transit District Plan
- Expand the recycled water pipeline to the Downtown area
- Complete the construction of the City's California Water Tank, Pump Station and Transmission Main Project
- Construct the Bayfront Canal & Atherton Channel Flood Management Project in collaboration with neighboring jurisdictions
- Continue development of the 101/84 (Woodside Rd.) Interchange Improvement Project
- Continue improvements to the levees and lagoon in Redwood Shores

COMMUNITY DEVELOPMENT AND TRANSPORTATION

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	Target
Planning					
Number of new entitled Affordable Housing units	105	125	125	276	250
Number of residential architecture permits (approved)	29	21	56	52	55
Number of Accessory Dwelling Units (ADUs) permitted	34	32	57	47	50
Building and Code Enforcement					
Number of permitted kitchen and/or bathroom remodels	356	230	221	290	250
Number of code enforcement cases closed	895	884	966	956	900
Engineering and Transportation					
Number of linear feet of sewer mains replaced or rehabilitated	14,386	18,149	12,178	12,547	10,000 to 15,000
Number of potable water mains replaced or rehabilitated	10,353	3,650	8,000	6,889	5,000 to 15,000
Number of traffic calming projects designed	6	1	1	1	1

COMMUNITY DEVELOPMENT AND TRANSPORTATION

DEPARTMENT BUDGET

The total Community Development and Transportation Department's budget for FY 2021-22 is \$17.3 million, representing 6.1% of the total operational budget.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 7,960,722	\$ 9,421,881	\$ 9,877,223
Supplies and Services	5,960,663	6,100,757	6,109,894
Internal Services	1,235,929	1,326,367	1,379,309
Capital Allocations	9,900	-	-
Total	\$ 15,167,214	\$ 16,849,005	\$ 17,366,426

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 9,855,373	\$ 11,014,011	\$ 11,517,110
Cannabis Business Permits	-	4,225	4,225
Parking Fund	1,456,093	1,805,195	1,824,362
Transportation Fund	116,886	204,586	197,431
Capital Projects Fund	2,998,211	2,998,211	3,000,000
Seaport Ctr Mtc District	1,805	5,388	5,649
Seaport Landscape Mtc Dist	1,747	5,388	5,649
Planning Cost Recovery Fund	1,044,723	812,000	812,000
Total	\$ 15,474,839	\$ 16,849,005	\$ 17,366,426

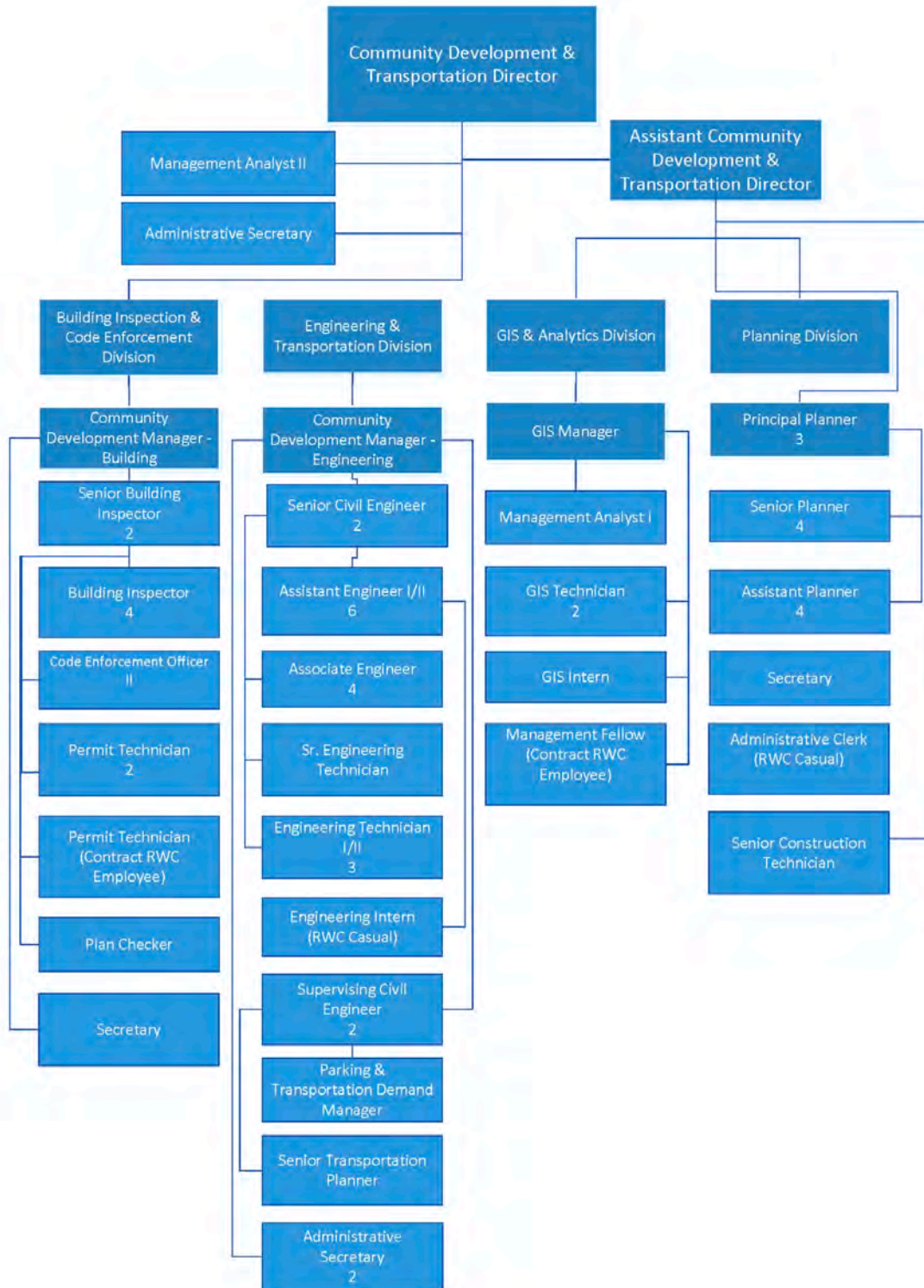
COMMUNITY DEVELOPMENT AND TRANSPORTATION

There are 59.925 FTEs in the Recommended Budget for FY 2021-22, representing 10.9% of all City employees.

	<u>ADJUSTED</u> <u>2019-20</u>	<u>ADOPTED</u> <u>BUDGET 2020-21</u>	<u>REVISED BUDGET</u> <u>2020-21</u>	<u>ADOPTED BUDGET</u> <u>2021-22</u>
unity Development & Transportation				
Administrative Clerk III	0.50	0.50	- *	- *
Administrative Secty	3.00	3.00	3.00	3.00
Assistant City Clerk	0.10	0.10	0.10	0.10
Assistant Community Dev Director	-	-	1.00	1.00
Assistant Engineer I	1.00	1.00	1.00	1.00
Assistant Engineer II	6.00	6.00	6.00	6.00
Assistant Planner	2.00	2.00	2.00	2.00
Associate Engineer	2.00	2.00	2.00	2.00
Associate Planner	2.00	2.00	2.00	2.00
Building Inspector	3.00	4.00	4.00	4.00
CIP Program Manager	1.00	1.00	1.00	1.00
City Attorney	0.18	0.18	0.18	0.18
City Clerk	0.10	0.10	0.10	0.10
City Manager	0.15	0.15	0.15	0.15
Code Enforcement Officer II	1.00	1.00	1.00	1.00
Comm. Dev. Manager - Building	1.00	1.00	1.00	1.00
Comm Dev Manager-Engineering	0.85	0.85	0.85	0.85
Comm Dev Manager-Planning	1.00	1.00	-	-
Community Dev & Transp Director	0.94	0.94	0.94	0.95
Contract Fire Plan Checker	0.40	0.40	- *	- *
Engineering Tech II	-	-	1.00	1.00
GIS Manager	0.75	0.75	0.75	0.75
GIS Technician	2.00	2.00	2.00	2.00
Management Analyst II	2.00	2.00	2.00	2.00
Managerial/Prof Level I	1.00	1.00	0.50	0.50
Managerial/Prof Level II	1.00	1.00	1.00	1.00
Official/Exec/Prof Level I	1.30	1.30	0.30 *	0.30 *
Parking/TDM Manager	1.00	1.00	1.00	1.00
Permits Technician	4.00	4.00	3.00	3.00
Plan Checker	1.00	1.00	1.00	1.00
Principal Analyst - Finance	-	-	-	0.30
Principal Planner	2.00	2.63	2.00	3.00
Public Works Field Supervisor	0.50	0.50	0.50	0.50
PW Maint Wkr II	1.00	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20	0.20
Secretary	1.96	1.96	1.96	2.00
Senior Accountant	0.25	0.25	0.30	-
Senior Assistant City Attorney	0.55	0.55	0.55	0.55
Senior Building Inspector	3.00	3.00	3.00	3.00
Senior Civil Engineer	1.50	1.50	1.50	1.50
Senior Construction Technician	1.00	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00	2.00
Senior Planner	2.00	2.67	2.00	3.00
Senior Transportation Planner	1.00	1.00	1.00	1.00
Supv Civil Engineer	2.00	2.00	2.00	2.00
Total	59.23	61.53	57.88	59.93

*position frozen in FY 2020-21

COMMUNITY DEVELOPMENT AND TRANSPORTATION



COMMUNITY DEVELOPMENT AND TRANSPORTATION

Major changes to the department’s budget for FY 2021-22 are listed in the table below.

Community Development and Transportation	
Summary of Change	General Fund
Increase budget for 1.0 FTE Senior Planner (C320)	\$ 231,265
Increase budget for 1.0 FTE Principal Planner (C325)	\$ 274,881
Add 1.0 FTE Assistant CDT Director (C140)	\$ -
TOTAL	\$ 506,146

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Community Development and Transportation

SUB-PROGRAM: Administration (63010)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the functions of the Department’s three divisions towards the planning and implementation of improvements to the City’s built environment, transportation systems, and infrastructure, create and review policies and practices to improve operations, and administer the Department budget. Support functions and capacities of Building, Engineering, and Planning Divisions as needed.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 405,479	\$ 438,349	\$ 462,915
Supplies and Services	98,408	70,123	74,179
Internal Services	14,609	15,346	55,184
Capital Allocations	-	-	-
Total	\$ 518,496	\$ 523,818	\$ 592,278

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 518,496	\$ 523,818	\$ 592,278
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COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: BUILDING AND INSPECTION SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,914,909.00	\$ 2,509,545.03	\$ 2,655,706.35
Supplies and Services	2,880,279	2,842,901	2,843,937
Internal Services	346,622	398,705	412,116
Capital Allocations	-	-	-
Total	\$ 5,141,810	\$ 5,751,151	\$ 5,911,759
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 5,141,810	\$ 5,749,014	\$ 5,909,622
Cannabis Business Permits	-	2,137	2,137
Total	\$ 5,141,810	\$ 5,751,151	\$ 5,911,759

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Building and Inspection
SUB-PROGRAM: Building Regulation (63110)

SUB-PROGRAM PURPOSE OR BUSINESS:

Ensure quality construction and health and safety standards by processing permit applications, reviewing plans, and performing inspections for compliance with City and State Building Codes.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,315,339	\$ 1,628,213	\$ 1,716,052
Supplies and Services	2,826,280	2,789,893	2,789,009
Internal Services	216,805	262,729	284,056
Capital Allocations	-	-	-
Total	\$ 4,358,424	\$ 4,680,835	\$ 4,789,117
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 4,358,424	\$ 4,678,698	\$ 4,786,980
Cannabis Business Permits	-	2,137	2,137
Total	\$ 4,358,424	\$ 4,680,835	\$ 4,789,117

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Building and Inspection
SUB-PROGRAM: Code Enforcement (63310)

SUB-PROGRAM PURPOSE OR BUSINESS:

Preserve and maintain the quality of neighborhoods and businesses through enforcement of applicable federal, state and local laws.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 599,570	\$ 881,332	\$ 939,654
Supplies and Services	53,999	53,008	54,928
Internal Services	129,817	135,976	128,060
Capital Allocations	-	-	-
Total	\$ 783,386	\$ 1,070,316	\$ 1,122,642

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 783,386	\$ 1,070,316	\$ 1,122,642
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COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: ENGINEERING AND CONSTRUCTION SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,696,302	\$ 3,230,525	\$ 3,239,452
Supplies and Services	1,658,355	2,187,077	2,190,513
Internal Services	630,724	632,245	664,647
Capital Allocations	9,900	-	-
Total	\$ 5,995,281	\$ 6,049,847	\$ 6,094,612
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,203,502	\$ 1,031,078	\$ 1,061,521
Parking Fund	1,456,093	1,805,195	1,824,362
Transportation Fund	116,886	204,586	197,431
Capital Projects Fund	3,215,248	2,998,211	3,000,000
Seaport Ctr Mtc District	1,805	5,388	5,649
Seaport Landscape Mtc District	1,747	5,388	5,649
Total	\$ 5,995,281	\$ 6,049,847	\$ 6,094,612

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction

SUB-PROGRAM: General Engineering (65121)

SUB-PROGRAM PURPOSE OR BUSINESS:

Administers the Engineering Division. Provide engineering and construction services for design, permitting and construction of the City’s infrastructure and maintenance districts. Respond to general engineering inquiries.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 193,200	\$ 213,739	\$ 206,721
Supplies and Services	184,965	141,745	141,745
Internal Services	318,580	320,838	353,285
Capital Allocations	-	-	-
Total	\$ 696,745	\$ 676,322	\$ 701,751

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 576,307	\$ 460,959	\$ 493,023
Transportation Fund	116,886	204,586	197,431
Seaport Ctr Mtc District	1,805	5,388	5,649
Seaport Landscape Mtc District	1,747	5,388	5,649
Total	\$ 696,745	\$ 676,322	\$ 701,751

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction
SUB-PROGRAM: Subdivision Engineering (65122)

SUB-PROGRAM PURPOSE OR BUSINESS:

Reviews and processes subdivision maps, development plans, and construction permit applications. Inspects and verifies compliance with City and regulatory requirements on development projects and construction within the City’s right-of-way.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 344,315	\$ -	\$ -
Supplies and Services	217,872	504,808	504,808
Internal Services	10,008	10,311	8,690
Capital Allocations	-	-	-
Total	<u>\$ 572,195</u>	<u>\$ 515,119</u>	<u>\$ 513,498</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 572,195	\$ 515,119	\$ 513,498
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COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction
SUB-PROGRAM: Capital Improvement Engineering (65112)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provides engineering, construction, and project management services for design, permitting, and transportation planning including the implementation of the City’s infrastructure master plans such as the Citywide Transportation Plan, Sewer Master Plan, Stormwater Master Plan, and Water Master Plan. Plan, design and manage improvements to other infrastructure systems such as bridges, levees, pavement, recycled water, and streets. Provide project management support to other departments for improvements to facilities and parks.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,969,214	\$ 2,793,597	\$ 2,801,845
Supplies and Services	64,199	28,260	31,696
Internal Services	181,835	176,354	166,459
Capital Allocations	-	-	-
Total	\$ 3,215,248	\$ 2,998,211	\$ 3,000,000

BUDGET BY CATEGORIES OF REVENUES

Capital Projects Fund	\$ 3,215,248	\$ 2,998,211	\$ 3,000,000
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COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction
SUB-PROGRAM: Downtown Parking Facilities Operation (65175)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the operation and maintenance of downtown parking facilities and equipment.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 189,572	\$ 223,189	\$ 230,885
Supplies and Services	1,136,320	1,457,264	1,457,264
Internal Services	120,301	124,742	136,213
Capital Allocations	9,900	-	-
Total	\$ 1,456,093	\$ 1,805,195	\$ 1,824,362
BUDGET BY CATEGORIES OF REVENUES			
Parking Fund	\$ 1,456,093	\$ 1,805,195	\$ 1,824,362

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction
SUB-PROGRAM: Flood and Sea Level Rise Resiliency Agency (65125)

SUB-PROGRAM PURPOSE OR BUSINESS:

This program is setup to represent the City’s share towards the costs of the countywide Flood and Sea Level Rise Resiliency Agency (Agency). The Agency was created to address sea level rise, flooding, coastal erosion and large-scale stormwater infrastructure improvements through integrated regional planning, design, permitting, project implementation, and long-term operations and maintenance.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	55,000	55,000	55,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 55,000	\$ 55,000	\$ 55,000
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 55,000	\$ 55,000	\$ 55,000

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: PLANNING SERVICES SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,450,190	\$ 3,243,462	\$ 3,519,149
Supplies and Services	1,342,124	1,000,656	1,001,265
Internal Services	243,974	280,071	247,362
Capital Allocations	-	-	-
Total	\$ 4,036,288	\$ 4,524,189	\$ 4,767,776
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,991,565	\$ 3,710,101	\$ 3,953,688
Cannabis Business Permits	-	2,088	2,088
Planning Cost Recovery Fund	1,044,723	812,000	812,000
Total	\$ 4,036,288	\$ 4,524,189	\$ 4,767,776

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Planning
SUB-PROGRAM: Current Planning (63210)

SUB-PROGRAM PURPOSE OR BUSINESS:

Implements City Council priorities contained in the General Plan, Zoning Ordinance and specific plans; provide front-line customer service, entitlement review and permit processing to support new development and economic development. Provide staff support to the Planning Commission and its appointed advisory bodies.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,008,254	\$ 2,271,109	\$ 2,407,708
Supplies and Services	1,206,325	940,669	938,878
Internal Services	236,072	273,370	239,074
Capital Allocations	-	-	-
Total	\$ 3,450,651	\$ 3,485,148	\$ 3,585,660

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,405,928	\$ 2,671,060	\$ 2,771,572
Cannabis Business Permits	-	2,088	2,088
Planning Cost Recovery Fund	1,044,723	812,000	812,000
Total	\$ 3,450,651	\$ 3,485,148	\$ 3,585,660

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Planning
SUB-PROGRAM: Strategic Planning (63220)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the maintenance of the General Plan, including the Housing Element. Amend and develop new regulations and policies governing land use and urban design, including revisions to the Zoning Ordinance, for adoption by the City Council. Prepare strategic land use studies, reports, and analysis such as precise plans and community benefit programs.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 441,936	\$ 972,353	\$ 1,111,441
Supplies and Services	135,799	59,987	62,387
Internal Services	7,902	6,701	8,288
Capital Allocations	-	-	-
Total	\$ 585,637	\$ 1,039,041	\$ 1,182,116
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 585,637	\$ 1,039,041	\$ 1,182,116

COMMUNITY DEVELOPMENT AND TRANSPORTATION

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FIRE



Administrating Fire Safety

Fire Operations

San Carlos Fire Services

Fire Prevention and
Inspection

Fire Training

Emergency Medical Services

Emergency Operations Center

FIRE

DEPARTMENT DESCRIPTION

The Redwood City Fire Department provides an array of services including advanced life support (paramedic), emergency medical services, fire operations, fire prevention, disaster preparedness, community service and many other services. The Fire Department includes five divisions: Administration, Emergency Operations, Fire Prevention, Operations, and Training. The Fire Department continually looks for innovative ways to share services such as the fire service contract with the City of San Carlos and the shared Emergency Medical Services (EMS) Battalion Chief with the Town of Woodside. The Department puts a strong emphasis on public outreach through community-based trainings such as the Community Emergency Response Team (CERT), CPR, Disaster Preparedness, and other related efforts.

MAJOR ACCOMPLISHMENTS

- With other City departments, developed and implemented a pandemic response and recovery plan during the COVID-19 disaster.
- Administered vaccines and provided support at numerous vaccination sites throughout the County.
- Responded to Strike Team requests for statewide fire activity. Most notably, the CZU Lightning Complex Fire in San Mateo County. Strike Team requests have been on an upward trend the last five years.
- Completed 100% of all annual State Mandated Fire and Life Safety Inspections.
- Continued fire services during COVID-19 and maintained a safe working environment.
- Implementation of Image Trend, a new department-wide Fire Prevention Inspection Database that will ensure that all Fire Inspections are completed within State standards.



FIRE

GOALS FOR FY 2021-22

- Focus on diversity, equity and inclusion within hiring and promotional practices.
- Collaborate with the County and other health care organizations to maximize the delivery of COVID-19 vaccines throughout the fiscal year.
- Establish a Fire Explorer Program to improve recruitment efforts for the future of our Community.
- Implement the Zonehaven platform, a system that allows us to conduct actual evacuations as well as community evacuation planning and notification for all hazards.
- Update the Hazard Mitigation Plan to support the City's efforts on climate adaptation.
- Continue to provide Emergency Operations Center (EOC) training to City staff compliant with Cal OES Type III Credentialing Program.
- Hire a consultant to perform a Standards of Cover Study and Community Hazard Risk Assessment to assist the Department in ensuring a safe and effective response force. The study will also include response assessments to the unhoused as well as mental illness calls.
- Assess Emergency Preparedness, Public Education Events and Community Emergency Response Team (CERT) Training.

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Make progress on various Capital Improvement Program projects including replacing the generator at Fire Station 9 and replacing Fire Station 12.

FIRE

Performance Measure	2018 Results	2019 Results	2020 Results	Target
Number of calls for service	10,592	10,959	10,037	10,600
Average response time	5 minutes and 20 seconds	5 minutes and 11 seconds	5 minutes and 23 seconds	5 minutes 40 seconds
Number of Community Emergency Response Team (CERT) classes offered	Two classes; one in Spanish and one in English	Two classes; one in Spanish and one in English	Due to the COVID-19 pandemic the Fire Department did not host any CERT Classes	One class; Delivered in English with Spanish translation.
Measure the community's cardiac arrest survivability by evaluating the following factors:				
Bystander CPR Applied	10	6	22	13
Bystander use of an AED	1	0	1	3
High Performance CPR by First Responders	51	43	53	53

FIRE

DEPARTMENT BUDGET

The total Fire budget for FY 2021-22 is \$38.7 million, representing 13.6% of the operational budget.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 24,947,703	\$ 26,173,270	\$ 29,076,441
Supplies and Services	6,029,774	5,184,552	5,447,792
Internal Services	4,205,135	4,427,101	4,082,137
Capital Allocations	90,526	122,771	145,091
Total	<u>\$ 35,273,138</u>	<u>\$ 35,907,695</u>	<u>\$ 38,751,461</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 35,190,250	\$ 35,749,482	\$ 38,570,928
Cannabis Business Permits	-	20,442	20,442
Internal Services Fund	82,887	137,771	160,091
Total	<u>\$ 35,273,137</u>	<u>\$ 35,907,695</u>	<u>\$ 38,751,461</u>

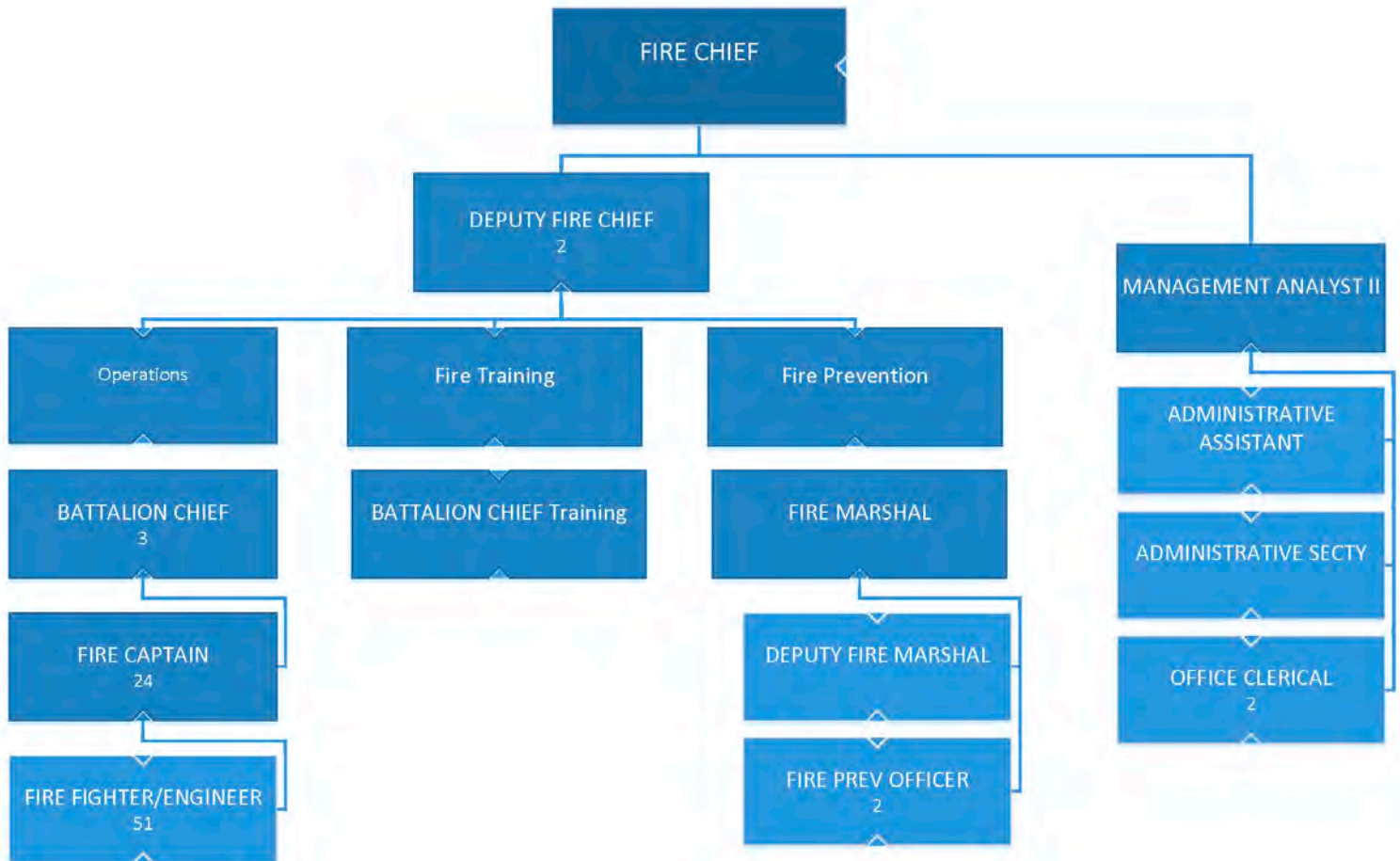
FIRE

There are 90.0 FTEs in the Budget for FY 2021-22, representing 16.3% of all City employees.

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Fire				
Administrative Assistant	1.00	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Battalion Chief - 40 Hr	1.00	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00
Fire Captain	25.00	25.00	24.00 *	24.00 *
Fire Chief	1.00	1.00	1.00	1.00
Fire Fighter/Engineer	51.00	51.00	48.00 *	51.00
Fire Marshal	1.00	1.00	1.00	1.00
Fire Prev Officer	3.00	3.00	3.00	3.00
Management Analyst II	1.00	1.00	1.00	1.00
Total	91.00	91.00	87.00	90.00

*Position frozen in FY 2020-21

FIRE



FIRE

Major changes to the department's budget for FY 2021-22 are listed in the table below.

Fire	
Summary of Change	General Fund
Provide ongoing funding needed to accommodate the increased cost to doing business and the addition of the recruitment program	\$ 108,392
Provide one-time funding for a Standards of Cover Study	\$ 120,000
Provide one-time funding for an upgrade to portable Emergency Medical Services (EMS) gear and Pediatric Advanced Workshop With Simulation (PAWWS) class	\$ 17,200
Provide funding to replace and maintain worn out equipment necessary for the fire department to function	\$ 6,249
Provide one-time funding to the Fire Prevention Training account	\$ 6,870
Unfreeze Fire Department FY20-21 Fall budget amendment proposed budget reduction of \$739,766 (object 11)	\$ 739,766
Appropriate \$22,320 from the general fund to the fire replacement budget	\$ 22,320
TOTAL	\$ 1,020,797

FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Administration (62210)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide leadership and support for the fire department to protect life, property, and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 725,301	\$ 1,332,345	\$ 1,431,837
Supplies and Services	477,077	362,168	593,951
Internal Services	348,366	366,028	409,804
Capital Allocations	7,470	14,000	14,000
Total	\$ 1,558,214	\$ 2,074,541	\$ 2,449,592

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,558,214	\$ 2,074,541	\$ 2,449,592
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FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Fire Operations (62220)

SUB-PROGRAM PURPOSE OR BUSINESS:

Protect life, property, and the environment from fire, hazards, and other types of emergencies and provide professional emergency response, mitigation, and hazard prevention. Respond to medical emergencies with advanced life support intervention.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 19,403,616	\$ 16,510,250	\$ 18,609,293
Supplies and Services	4,878,997	3,520,147	3,533,266
Internal Services	3,375,335	3,576,500	3,140,648
Capital Allocations	79,944	108,771	131,091
Total	\$ 27,737,892	\$ 23,715,668	\$ 25,414,298

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 27,655,004	\$ 23,577,897	\$ 25,254,207
Internal Services Fund	82,887	137,771	160,091
Total	\$ 27,737,891	\$ 23,715,668	\$ 25,414,298

FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: San Carlos Fire (62225)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide to the City of San Carlos fire and emergency services that protect life, property and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement. Redwood City and San Carlos have entered into a Second Amended and Restated Agreement for Fire and Emergency Services. One of the main advantages of this partnership between the two Cities is the cost sharing for administering fire safety, operations, fire prevention, and training. Without this partnership both cities would duplicate many staff positions and each pay the full costs for these same services.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 3,488,168	6,429,089	\$ 7,006,679
Supplies and Services	214,432	720,803	722,003
Internal Services	430,518	428,064	462,263
Capital Allocations	164	-	-
Total	<u>\$ 4,133,282</u>	<u>\$ 7,577,956</u>	<u>\$ 8,190,945</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 4,133,282	\$ 7,577,956	\$ 8,190,945
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FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Fire Prevention (62230)

SUB-PROGRAM PURPOSE OR BUSINESS:

Ensure significant focus on prevention and reduction of the consequences of fire and other disasters. Sustain a team approach with other City operations, the community, and outside agencies to promote public safety, fire/emergency prevention, code enforcement, hazard abatement, and community involvement through education, planning, and training.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	204,287	114,622	114,622
Internal Services	769	756	1,880
Capital Allocations	2,948	-	-
Total	\$ 208,004	\$ 115,378	\$ 116,502

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 208,004	\$ 115,378	\$ 116,502
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FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Fire Training (62240)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide high quality fire and life safety service delivery through education, training, drills and exercises. The training division also encompasses the departments' safety officer.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 276,929	\$ 609,278	\$ 640,751
Supplies and Services	74,948	150,248	150,248
Internal Services	4,160	4,287	3,723
Capital Allocations	-	-	-
Total	\$ 356,037	\$ 763,813	\$ 794,722

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 356,037	\$ 763,813	\$ 794,722
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FIRE

PROGRAM: FIRE SAFETY
SUB-PROGRAM: Emergency Medical Supplies and Services (62245)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide safe and efficient deployment of a comprehensive, fire-based paramedic service to our community by procuring the proper equipment and supplies; improve Advanced Life Support service through continual education and training in the region.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	18,838	29,155	46,355
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 18,838	\$ 29,155	\$ 46,355

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 18,838	\$ 29,155	\$ 46,355
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FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Emergency Operations Center (62260)

SUB-PROGRAM PURPOSE OR BUSINESS:

Utilize the Standardized Emergency Management System (SEMS) to manage disasters; provide and support well-trained City staff to assess and evaluate the situation, facilitate communications, and plan response from an operationally efficient Emergency Operations Center (EOC); provide accurate information to the City Council and to the residents of Redwood City and surrounding areas.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	204,287	114,622	114,622
Internal Services	769	756	1,880
Capital Allocations	2,948	-	-
Total	\$ 208,004	\$ 115,378	\$ 116,502

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 208,004	\$ 115,378	\$ 116,502

FIRE

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Human Resources

Human Resources
Workers' Compensation

Human Resources

DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for supporting the City's organizational goals and values. Its purpose is to attract, develop, and retain a diverse, well-qualified, and professional workforce who provides high quality human resource services to employees and prospective employees. Human Resource programs include: recruitment and selection; onboarding and orientation of new employees; classification and compensation; labor negotiations, employee relations, administration and coordination of employee benefits; training and development; workers' compensation; safety; ergonomics; COVID-19 compliance; wellness; and provides assistance in all employment-related matters.

- Completed two unexpected and extensive Meet and Confer processes, which included: 1) a side letter with the International Association of Fire Fighters Local 2400 (IAFF) regarding a pilot break protection program with the objectives of reducing mandatory overtime and department overtime costs, reducing compensatory time off and vacation usage, increasing the number of people available to work each day, and improving morale and 2) a side letter with the Services Employees International Union Local 521 (SEIU) regarding Communications Dispatcher rest and meal periods.
- Completed a Meet and Confer process with the Chief Officers' Association (COA), International Association of Fire Fighters Local 2400 (IAFF), Police Officers Association (POA), Redwood City Management Employees Association (RCMEA), and Service Employees International Union Local 521 (SEIU) bargaining groups and implemented a Limited-Term Vacation Leave Cash-Out Program which allowed employees to elect to cash-out vacation for the following year if they were at or exceeded their vacation accrual limit. (Note: The Police Supervisors Association (PSA) currently has a Vacation Cash-Out Pilot Program in their MOU -Term September 1, 2018 – August 29, 2021).
- In response to COVID-19, supported the workforce during the transition to remote working by developing the Limited Duration Remote Working Policy; Equipment Loan Program Policy, and the Expanded Professional Development/Educational Expense Reimbursement Policy. These policies allowed teammates the opportunity to either borrow City equipment or to purchase equipment for their remote work locations.
- Initiated and implemented Families First Coronavirus Response Act (FFCRA) and SB 95 Supplemental Paid Sick Leave per federal and state mandates.
- Developed and implemented virtual and paperless recruitment and selection processes, and virtual new hire orientation and onboarding processes.
- Conducted 59 recruitment and selection processes for 16 regular positions and 43 casual/contract part-time positions.
- Conducted Harassment and Discrimination Prevention Training to 277 employees, which included regular, casual, and contract employees for employees who were due for the mandatory training.
- Conducted mandatory Cal/OSHA (California Occupational Safety and Health Administration) COVID-19 prevention training to 586 employees, which included regular, casual, and contract employees.
- Lead the City's Enterprise Resource Planning (ERP) Project Team in the completion of design prototypes for the Human Capital Management (HCM) system modules, with an anticipated October 2021 system integration date.
- Completed an Informal Solicitation process for Executive Coaching, Leadership Development Services, and Citywide training and entered into 2-year professional services agreements with two consulting firms.

Human Resources

GOALS FOR FY 2021-22:

- Commence the labor negotiations process for fiscally responsible labor agreements with all six of the City's bargaining groups for contracts expiring in 2021 and 2022 (COA, IAFF, POA, PSA, RCMEA, SEIU), while continuing to provide salaries and benefits that attract and retain a well-qualified workforce by June 2022.
- Partner with the City Manager's Office to develop a comprehensive Diversity, Equity, and Inclusion (DEI) Citywide training program by December 2021.
- Enhance advertising and diversity outreach for recruitments and ensure hiring and selection rules support the City's DEI efforts.
- Explore the use of a 24/7 Injury Hotline nurse triage for non-emergency reporting of new injuries where an injured worker has yet to seek care and is deciding if care is needed or not by June 30, 2022. The use of a nurse triage program will reduce the workers' compensation claims costs and the number of claims incidents.
- Work with the Safety bargaining group leadership on Industrial Disability Retirement Committees and develop alternative solutions to reduce the City's retiree health liability by September 2021.
- Evaluate the City's current Leave Donation Program for improvement by March 2022.
- Implement NeoGov software for recruitment, onboarding, training, performance management and electronic forms by June 2022.
- Evaluate, select, and implement a new pre-employment background check service provider that electronically interfaces with NeoGov software by June 2022.
- Draft new templates for employee performance evaluations by June 2022.

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Continue to support the Talent Acquisition Program that strives to develop creative and innovative ways to attract, develop, and retain a highly-qualified workforce.
- Update the City's Personnel Rules and Regulations and coordinate existing provisions in the various bargaining units' memorandum of understanding to adhere to the updated Rules and Regulations.
- Partner with the City Manager's office to support Diversity, Equity, and Inclusion efforts and apply an equity lens to all Human Resources programs, with on ongoing focus on increasing the diversity in all our recruitment processes.
- Conduct mandatory Harassment and Discrimination Prevention Training, for regular, casual, and contract employees who are due for retraining. State law requires retraining every two years.

Human Resources

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results
Number of employment recruitments	33	51	56	32
Number of new employee hires in regular positions	31	50	56	32

Human Resources

DEPARTMENT BUDGET

The total Human Resources budget for FY 2021-22 is \$10.3 million, representing 3.6% of the total operational budget. The majority of funding for this department comes from the City's General Fund and Internal Services Fund.

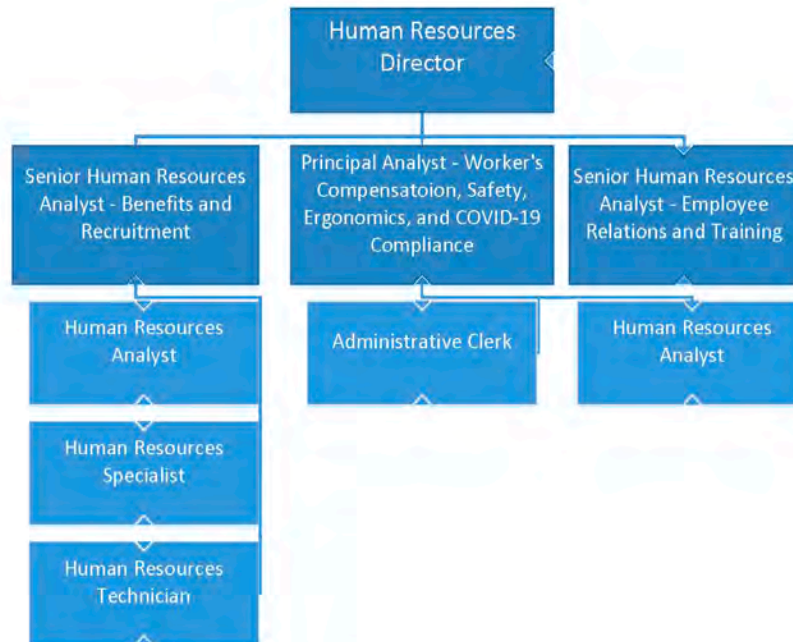
	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,706,853	\$ 1,816,728	\$ 1,850,738
Supplies and Services	3,850,904	7,800,055	7,801,037
Internal Services	591,526	644,434	727,281
Capital Allocations	-	-	-
Total	<u>\$ 6,149,283</u>	<u>\$ 10,261,217</u>	<u>\$ 10,379,055</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,826,771	\$ 1,989,828	\$ 2,070,876
Internal Services Fund	4,322,512	8,271,389	8,308,179
Total	<u>\$ 6,149,283</u>	<u>\$ 10,261,217</u>	<u>\$ 10,379,055</u>

There were no structural budget department changes in FY 2021-22.

Human Resources

There are 7.0 FTEs in the budget for FY 2021-22, representing 1.3% of all City employees.

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Human Resources				
Human Resources Analyst I	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00
Principal Analyst - Workers Comp	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	3.00	3.00	3.00	3.00
Total	7.00	7.00	7.00	7.00



Human Resources

PROGRAM: Human Resources

SUB-PROGRAM: Human Resources (61610)

SUB-PROGRAM PURPOSE OR BUSINESS:

Facilitate alignment of organizational resources, initiatives, and programs with the City Council’s strategic initiatives; attract, retain, and develop a well-qualified workforce that serves the community of Redwood City; promote and foster positive employee relations; assist individual employees and work units in achieving their objectives through a variety of management and employee development training programs; and ensure compliance with local, state, and federal employment laws.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,321,251	\$ 1,364,403	\$ 1,376,457
Supplies and Services	324,999	417,386	416,688
Internal Services	180,521	208,039	277,731
Capital Allocations	-	-	-
Total	\$ 1,826,771	\$ 1,989,828	\$ 2,070,876

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,826,771	\$ 1,989,828	\$ 2,070,876
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Human Resources

PROGRAM: Human Resources

SUB-PROGRAM: Workers' Compensation (67713)

SUB-PROGRAM PURPOSE OR BUSINESS:

The Human Resources Department oversees the City's Self-Insured Workers' Compensation Program and partners with a licensed Third-Party Administrator (TPA), that handles the day-to-day workers' compensation claims administration. This involves coordinating all aspects of the Workers' Compensation program with the TPA and overseeing effective claims management to ensure the appropriate administration of benefits. This includes reporting of injuries; prompt payment of lost time benefits; training for managers, supervisors, and employees; timely medical treatment including post injury return to work program to assist in recovery; and adjudication of claims.

The City of Redwood City maintains a self-insured retention level of \$350,000 per incident and is a member of PRISM-Public Risk Innovation, Solutions, and Management (formally CSAC-Excess Insurance Authority), a Joint Powers Authority which provides excess workers' compensation coverage.

In addition to overseeing the City's Self-Insured Workers' Compensation Program, HR is responsible for developing, implementing, and overseeing safety programs and strategies to prevent and reduce workplace injuries and illness.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 385,602	\$ 452,325	\$ 474,280
Supplies and Services	3,525,905	7,382,669	7,384,349
Internal Services	411,005	436,395	449,550
Capital Allocations	-	-	-
Total	\$ 4,322,512	\$ 8,271,389	\$ 8,308,179

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 4,322,512	\$ 8,271,389	\$ 8,308,179
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LIBRARY



Adult and Family Literacy

Community Engagement

Educational Programs

Historical Archives

Neighborhood Branches

Online Resources

Project READ

RCPL CARES

Racial Equity Team

Services for Children
and Teens

Technology Access

Youth Literacy

LIBRARY

DEPARTMENT DESCRIPTION

The Redwood City Public Library cultivates community by welcoming all people to experience the shared joys of literacy and learning. The Department provides innovative and visionary programming and services; literacy programs; support for school success; access to technology; safe, inviting spaces for youth and families; and gathering places that connect the community with reading and learning. Robust community partnerships and volunteer opportunities are integral to the Redwood City Public Library's success. Library items are available for physical checkout, and electronic resources are available 24/7 through the website.

- Reshaped Library program delivery for all ages to focus on virtual experiences due to COVID-19, with over 20,000 people attending live virtual events and almost 20,000 more viewing recorded storytime programs. Over 6,200 participants enjoyed the Summer Learning Challenge, and over 4,600 craft kit bags were distributed in drive through events
- Redeployed staff to support the City's COVID-19 response initiatives including food distribution, human services, rental assistance, and economic development, including calls to over 6,000 local businesses about available assistance programs
- Initiated library curbside pickup services in June 2020, and expanded those services to include all branch libraries, "grab bags" of staff-selected materials, vegetable and flower seeds, tax form distribution, and veterans' resource kits
- Checked out over 500 wifi hotspots in 2020, including extended loans to Cañada College Upward Scholars, Familias Unidas students, Peninsula College Fund scholarship recipients, and other organizations
- Expanded wifi signals into library parking lots in Fall 2020 to provide community internet access while buildings are closed, and opened an indoor space for public computer access and printing in March 2021
- Supplied over 8,500 grocery packages to Project READ families
- Created Stories From Our Community series, with stories recorded by over 40 local organizations, including City departments, Port of Redwood City, Redwood City Together, Sequoia High School Black Student Union, and more
- RCPL CARES (Cultivating & Advancing Racial Equity Systemically) team established a work plan to advance racial equity goals, and delivered numerous inclusive events and activities including the Human Library during United Against Hate Week, Holiday Celebrations All Around You, Black History Month events, Black Lives Matter protest murals art display, and many more. The team also developed numerous antiracist reading lists, organized an all staff training and development day centered on equity and antiracism, and has begun a comprehensive equity audit of all Library policies.
- Completed initiative to distribute library cards to every Redwood City School District student
- Eliminated daily overdue fines for all residents, expanding library access for vulnerable populations by unblocking accounts due to nominal overdue fines
- Converted the Fair Oaks Branch Library to a four-day vote center for the November 2020 General Election
- Successfully partnered with other City departments and community organizations to promote active participation by hard-to-count populations in the 2020 Census

LIBRARY

GOALS FOR FY 2020-21

- Continue to deliver and expand online programs and activities for all ages, especially children and youth. Develop a strategy for an equitable hybrid indoor/outdoor/online programming model, with particular attention to pandemic recovery issues like learning loss, mental health, and food insecurity
- As public health guidelines allow, build back in-person, indoor library service models that maximize public and employee safety while also expanding access to facilities, collections, technology, and events
- Complete fundraising and construction of Downtown Library makerspace/coworking space for all ages by December 2021
- Collaborate with Parks, Recreation, and Community Services to complete the Redwood Shores pirate ship imaginative art area installation by December 2021
- Once public health guidelines allow, complete the Library Takeover program series, and, sustain and expand the community relationships with vulnerable populations that were developed through these programs
- Continue to implement the RCPL CARES racial equity work plan to enhance policy and budget development, staff training, public programming, human resources practices, and marketing strategies by approaching all of these activities through the lens of racial equity

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Explore the need, feasibility, and cost to expand the Downtown Library facility
- Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter

LIBRARY

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	Target
Percentage of residents who are satisfied or very satisfied with library services (EMC Research polling survey)	82%	NA	82%	NA	80%
Percentage of Library attendees who reported an increase in knowledge, i.e. writing and computer graphics skills, use of social media safely, confidence in making a presentation, learned a new song or rhyme to repeat with a child and how to turn everyday moments into opportunities for my child to learn new things (based on program surveys)	92%	93%	97%	98%	90%
Percentage of Library attendees who reported that they would change their behavior as a result of attending a Library program, i.e. increased interest in pursuing science and technology careers, will visit the library more often, will read to my child more frequently and felt more connected to my community (based on program surveys)	66%	84%	92%	90%	80%
Number of people who attended Library Programs	224,000	215,000	188,053	20,195 attended live programs, and 19,697 viewed recorded storytimes	Unknown due to evolving public health orders
Number of youth who participated in the Summer Learning Challenge (youth reading)	25,000	15,000	17,525	6,219	Unknown due to evolving public health orders

LIBRARY

Number of checked out materials	801,000 visitors checked out over 1,102,000 items (including over 95,000 eBooks)	754,000 visitors checked out over 1 million items (including over 104,000 eBooks)	744,000 visitors checked out over 1.1 million items (including over 181,000 eBooks)	133,635 visitors pre-shutdown + 13,593 curbside appointments; checked out over 576,000 items (including over 138,000 eBooks)	Unknown due to evolving public health orders
Number of people who logged onto Library computers and wireless networks	1,092,000	896,000	1,061,000	460,624	Unknown due to evolving public health orders

LIBRARY

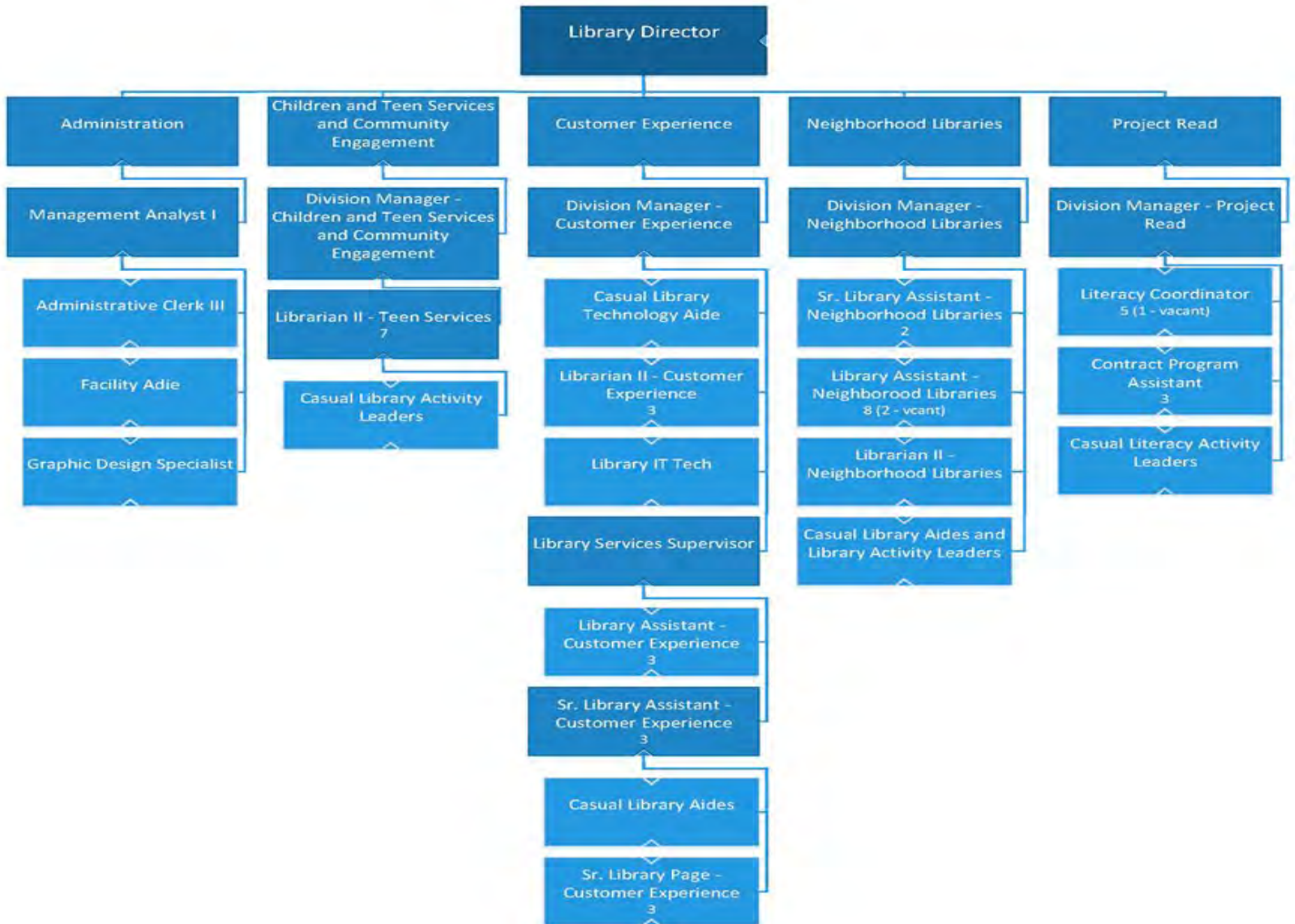
DEPARTMENT BUDGET

The total Library budget for FY 2021-22 is \$9.7 million, representing 3.4% of the operational budget.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 6,572,739	\$ 6,326,164	\$ 6,670,218
Supplies and Services	1,622,360	1,504,245	1,504,045
Internal Services	1,317,311	1,395,594	1,498,155
Capital Allocations	-	-	-
Total	<u>\$ 9,512,410</u>	<u>\$ 9,226,003</u>	<u>\$ 9,672,418</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 9,512,410	\$ 9,226,003	\$ 9,672,418

There were no structural budget department changes in FY2021-22.

LIBRARY



LIBRARY

There are 38.24 FTEs in the budget for FY 2021-22, representing 6.9 % of all City employees.

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Library				
Administrative Clerk III	1.00	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00	1.00
Graphic Design Specialist	0.51	0.51	0.51	0.51
Librarian II	9.25	9.25	9.25	9.25
Library Asst II	7.13	7.13	6.07 *	6.07 *
Library Director	1.00	1.00	1.00	1.00
Library Division Manager	4.00	4.00	4.00	4.00
Library Info Tech Technician	1.00	1.00	1.00	1.00
Library Services Supervisor	1.00	1.00	1.00	1.00
Literacy Tutor - Student Coord	5.50	5.50	4.50 *	4.50 *
Management Analyst I	1.00	1.00	1.00	1.00
Senior Library Asst	6.00	6.00	6.00	6.00
Senior Library Page	1.91	1.91	1.91	1.91
Total	40.30	40.30	38.24	38.24

*Position frozen in FY 2020-21

LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Administrative Services Unit (66251)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide leadership and administrative support to maximize the Library’s delivery of services to fulfill our mission to cultivate community by welcoming all people to experience the shared joys of literacy and learning. Ensure that the Library addresses the five community aspirations identified in the department’s service priorities: inclusion, equity, awareness, safety, and education.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 823,867	\$ 841,989	\$ 888,117
Supplies and Services	612,159	643,359	643,159
Internal Services	252,199	262,022	269,248
Capital Allocations	-	-	-
Total	\$ 1,688,225	\$ 1,747,370	\$ 1,800,524

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,688,225	\$ 1,747,370	\$ 1,800,524
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LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Downtown Library (66261)

SUB-PROGRAM PURPOSE OR BUSINESS:

Deliver positive experiences to library customers of all ages through integrated delivery of: face-to-face customer service; access to high-speed wireless networks and library computers; and opportunities to explore new technologies through workshops and labs. Other services and programs include remote online access to eBooks, research databases, live online tutoring, and library information; community gathering spaces; and selection and technical processing for a robust collection of books, movies, and music that reflects the diversity of our community.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 2,141,117	\$ 2,281,384	\$ 2,424,495
Supplies and Services	754,304	753,021	753,021
Internal Services	707,559	760,904	867,778
Capital Allocations	-	-	-
Total	\$ 3,602,980	\$ 3,795,309	\$ 4,045,294

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 3,602,980	\$ 3,795,309	\$ 4,045,294
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LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Literacy Services Unit – Project Read (66281)

SUB-PROGRAM PURPOSE OR BUSINESS:

Promote and support literacy and the lifelong love of reading and learning for all adults, youth, and families by leveraging community partnerships and fostering meaningful community participation.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,380,973	\$ 982,666	\$ 1,007,540
Supplies and Services	155,044	21,741	21,741
Internal Services	64,757	66,884	72,690
Capital Allocations	-	-	-
Total	\$ 1,600,774	\$ 1,071,291	\$ 1,101,971

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,600,774	\$ 1,071,291	\$ 1,101,971
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LIBRARY

PROGRAM: Library Services

SUB-PROGRAM: Children’s and Teen Services and Community Engagement (66282)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide young children in the community with the early literacy skills needed to ensure that they are ready to enter school through the 3 E's of Early Literacy: Education, Empowerment, and Encouragement, through outreach to preschools, schools, and daycares; educational and fun programs and activities that facilitate literacy and learning; and welcoming, playful environments for developing early literacy skills. Provide a safe, welcoming, nurturing space and staff to support teens in their personal and academic development, and offer creative enrichment programs. Provide educational, cultural, and recreational programs for adults to encourage lifelong learning and community connections. Represent the Library at community events and activities to ensure that community members of all ages have the opportunity to take advantage of the Library’s programs and services.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,000,515	\$ 1,012,646	\$ 1,079,068.23
Supplies and Services	59,862	9,408	9,408
Internal Services	16,337	18,594	19,877
Capital Allocations	-	-	-
	\$ 1,076,714	\$ 1,040,648	\$ 1,108,353

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,076,714	\$ 1,040,648	\$ 1,108,353
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LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Neighborhood Libraries (66290)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide safe and welcoming spaces for youth, literacy services and programs, and gathering spaces for neighborhood residents to engage with one another; promote youth development, school success, and the joy of reading by providing learning activities for children and teens; provide access to collections, technology, and staff expertise tailored to the needs of local neighborhoods.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,226,267	\$ 1,207,480	\$ 1,270,998
Supplies and Services	40,991	76,716	76,716
Internal Services	276,459	287,190	268,562
Capital Allocations	-	-	-
Total	<u>\$ 1,543,717</u>	<u>\$ 1,571,386</u>	<u>\$ 1,616,276</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,543,717	\$ 1,571,386	\$ 1,616,276
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LIBRARY

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PARKS, RECREATION, & COMMUNITY SERVICES

Capital Improvements

Community Centers

Community Services

Downtown Events

Human Services

Landscape and Park
Maintenance

Parks

Public Art

Recreation

Senior Services

Teen Programs

Youth Health and Wellness

PARKS, RECREATION, & COMMUNITY SERVICES

DEPARTMENT DESCRIPTION

The Redwood City Parks, Recreation and Community Services Department enhances the quality of life in Redwood City by providing recreation and leisure opportunities; providing safe, inviting and well maintained parks, public spaces and facilities; and providing arts, and culture and entertainment opportunities. The Department strives to offer programs that support the City Council's Strategic Initiative of creating a Community for All Ages. It does this by offering human services, senior services, and youth and teen programs. The Department manages the public use of recreation facilities and plans, maintains and oversees the City's park system. The Department also manages recreation activities, including academic enrichment, after school sports, teen programs, child and early development programs, and manages community centers and other City recreational facilities. Staff support the efforts of the Parks, Recreation and Community Services Commission, the Arts Commission, the Housing and Human Concerns Committee, the Senior Affairs Commission, and the Youth and Teen Advisory Boards

MAJOR ACCOMPLISHMENTS

- Provided rental assistance, homeless sheltering, and emergency food support to over 6,000 vulnerable residents in over 2,900 households impacted by COVID-19
- Since the beginning of the pandemic, provided over \$3.5 million in COVID-19 Rent Relief to thousands of individuals in over 1,040 unduplicated households; and facilitated assistance to receive State funded COVID-19 rent relief
- Provided an average of 400 meals per day to nearly 900 seniors per week through the COVID-19 senior meal distribution program, delivery of meals to homebound seniors, including to Redwood Shores
- Established in-person school day learning pods working with up to 200 children who needed extra support and access to Wi-Fi.
- Created virtual and COVID-19 safe recreation programs for the community
- Completed the Magical Bridge Playground Project
- Completed Red Morton Pathway Improvement Project creating new ADA ramps and replaced broken concrete
- Completed the tennis court replacement projects at Spinus Park and at Mezes Park; new pickleball lines were added at the Mezes Park tennis courts.
- Provided Drive-In Movies and 74 Drive-in Zoppé Circus shows in partnership with the Port of Redwood City
- Successfully launched the Temporary RV Safe Parking Program reducing the presence and impact of RV Overnight Parking on the streets while offering RV residents a safe parking option towards finding alternative permanent housing; the result of a high level of inter-departmental cooperation and partnership with LifeMoves.
- Completed the Redwood Creek Restoration Project (south of Main Street Bridge) by partnering with Grassroots Ecology, removing invasive species of plants and planting native trees and vegetation to support creek health
- Completed a Planting Plan for Blomquist Extension streetscape to support long-term water efficiency and native landscape aesthetics
- Provided landscape review services for five major development projects (PRC) that supports City standards and improves water and maintenance efficiencies

PARKS, RECREATION, & COMMUNITY SERVICES

GOALS FOR FY 2021-22

- Implement plan for hosting virtual recreation programs and activities focused on youth and families and transition to in-person programming as public health guidelines allow
- Continue to support vulnerable community members impacted by COVID-19 at the Fair Oaks Community Center; redesign client/customer services to incorporate lessons from the pandemic for making services more broadly accessible.
- Continue to provide senior outreach efforts to homebound seniors, developing new senior programs for Redwood Shores residents, and continue with the transitional programs and services to in-person settings as public health guidelines allow
- Secure bond financing, hire a construction firm, and begin Phase I of the Veterans Memorial Building/Senior Center-YMCA Project in Summer 2021
- Present the updated Park Impact Fee Nexus study and recommendations to City Council for consideration in Fall 2021
- Complete the renovation of the Fair Oaks Community Center kitchen serving the Redwood City Child Development Program, the Fair Oaks Older Adult Activity Center, and the community at large by October 2021
- Initiate Phase II of the Downtown Parks Plan by launching public engagement efforts and finalize plans for the Library Lot A Conversion to Park Project by January 2022.
- Complete the Pirate Ship Art Imagination Space adjacent to the Redwood Shores Library by Winter 2021.

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Initiate the Garrett Park renovation project by hiring a consulting firm to launch the public engagement process for design input in Fall 2021
- Develop the Citywide Park System Master Plan by FY 2023-24
- Develop the Stulsaft Park Site Master Plan by FY 2023-24
- Research additional funding options for Athletic Field Light LED conversion by FY2022-23
- Collaborate with developers to create 450 quality childcare spaces in the community over the next five years
- Implement two-year Council Committee work plans for:
 - Arts Commission
 - Housing and Human Concerns Committee
 - PRCS Commission
 - Senior Affairs Commission
- Develop recommendation for new 1% for Public Art Ordinance for residential development projects for at least 30 units or more (with no fee requirements for affordable housing units) in FY 22-23
- Support the Arts Commission's recommendation to support a feasibility study for a new Center for Creativity (Art Center)
- Coordinate citywide, inter-departmental efforts towards ending homelessness

PARKS, RECREATION, & COMMUNITY SERVICES

Performance Measure	2017 Results		2018 Results		2019 Results		2020 Results
	Total Events	Total Attendance	Total Events	Total Attendance	Total Events	Total Attendance	
Number of recreation/community events focusing on target age groups and attendance	83	143,045	87	152,450	140	159,250	COVID-19 restricted community events from occurring. Below will show target compliant events PRCS hosted.
Youth	17	13,395	22	17,600	22	16,850	Before COVID Served -644 students daily in after school programs. During COVID -Total 8 in person activities serving 423 participants
Family Events	32	74,000	36	82,100	86	88,850	74 Zoppe Circus Shows averaging 52 families per show (estimated 13,000 attendees) 41 Drive-In Movies averaging 65 families per show 9,000 attendees
1+ / Adult Events	29	57,450	29	27,800	29	47,800	

PARKS, RECREATION, & COMMUNITY SERVICES

Total number of youth, under 18, using athletic fields for total number of contact hours	6,819 kids totaling 1,227,420 contact hours	6,616 children totaling 1,190,880 contact hours	6,308 children totaling 1,135,440 contact hours	COVID-19 greatly restricted youth sports play. Estimate that 1,600 children totaling 420,000 contact hours
Total number of unduplicated homeless households served at the Fair Oaks Community Center	641 unduplicated homeless households comprised of 971 individuals	746 unduplicated homeless households comprised of 1,031 individuals	758 unduplicated homeless households comprised of 1,144 individuals	767 unduplicated homeless households comprised of 1,330 individuals
Total number of youth served by the Youth and Teen Unit (providing health and education services)	7,715 youth year round representing 38% of the City's youth population	6,431 youth year round representing 42% of the City's youth population for ages 14 and under	6,548 youth year round, representing 42% of the City's youth population ages 14 and under	6,500 youth year round representing at least 42% of the City's youth population ages 14 and under

PARKS, RECREATION, & COMMUNITY SERVICES

DEPARTMENT BUDGET

The total Parks, Recreation, and Community Services budget for FY 2021-22 is \$19.8 million, representing 7.0% of the total operational budget.

	<u>ACTUAL 2019-20</u>	<u>ADJUSTED BUDGET 2020-21</u>	<u>ADOPTED BUDGET 2021-22</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 10,660,322	\$ 11,752,696	\$ 12,298,114
Supplies and Services	5,509,605	3,636,909	3,640,251
Internal Services	3,472,573	3,568,975	3,820,566
Capital Allocations	132,676	75,240	75,240
Total	<u>\$ 19,775,176</u>	<u>\$ 19,033,820</u>	<u>\$ 19,834,170</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 19,206,219	\$ 18,475,633	\$ 19,283,357
Lido Landscape District	331,791	329,052	316,373
Other Restricted	8,424	-	-
Seaport Assessment District	228,586	213,107	218,402
Traffic Mitigation Fees Fund	156	16,028	16,038
Total	<u>\$ 19,775,176</u>	<u>\$ 19,033,820</u>	<u>\$ 19,834,170</u>

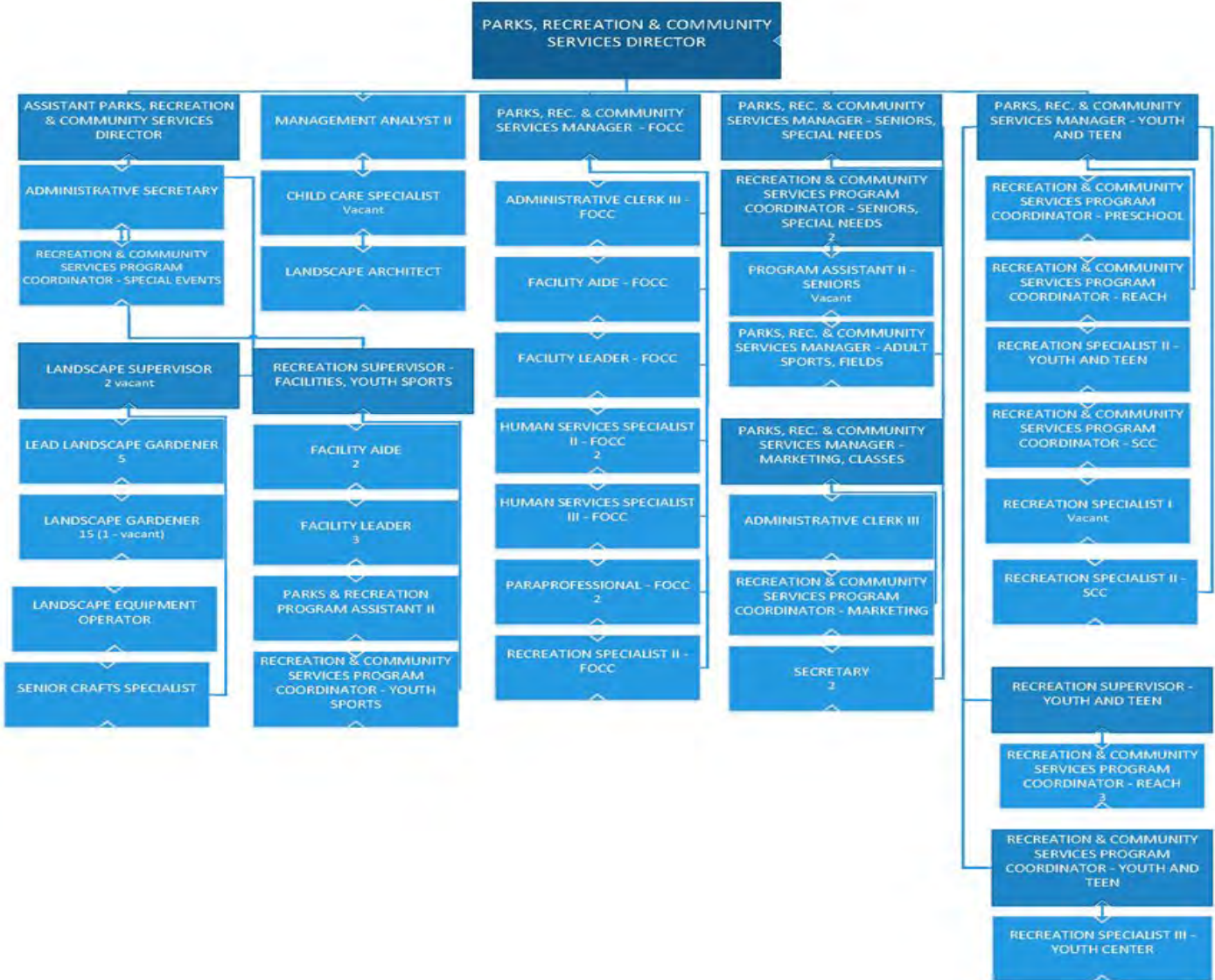
PARKS, RECREATION, & COMMUNITY SERVICES

There are 66.11 in the budget for FY 2021-22, representing 12.0% of all City employees.

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Parks, Recreation, and Community Services				
Administrative Assistant	1.00	1.00	-	-
Administrative Clerk III	3.00	2.00	2.00	2.00
Administrative Secretary	-	-	1.00	1.00
PRCS Assistant Director	1.00	1.00	1.00	1.00
Child Care Specialist	0.50	0.50	0.50	0.50
Facility Aide	3.00	3.00	3.00	3.00
Facility Leader	4.00	4.00	2.00	2.00
Human Services Coordinator	1.00	1.00	1.00	1.00
Human Services Specialist II	2.00	2.00	2.00	2.00
Human Services Specialist III	1.00	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00	1.00
Landscape Equipment Operator	1.00	1.00	1.00	1.00
Landscape Gardener	15.00	15.00	16.00	15.00 *
Landscape Supervisor	1.00	1.00	- *	1.00
Lead Landscape Gardener	4.00	4.00	4.00	4.00
Management Analyst II	1.00	1.00	1.00	1.00
Managerial/Prof Level I	1.00	1.00	1.00	1.00
Paraprofessional	1.00	1.00	1.00	1.00
PRCS Manager	5.00	5.00	5.00	5.00
PRCS Director	1.00	1.00	1.00	1.00
Program Assistant II	1.00	1.00	2.00	2.00
PRCS Program Coord	11.00	11.00	10.00 *	10.00 *
Rec Program Coord/Special Events	1.00	1.00	1.00	1.00
Recreation Specialist I	0.35	0.35	0.35	0.35
Recreation Specialist II	3.26	3.26	2.26 *	2.26 *
Recreation Specialist III	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00
Secretary	1.00	2.00	2.00	2.00
Senior Crafts Specialist	1.00	1.00	1.00	1.00
Total	69.11	69.11	66.11	66.11

*Position frozen in FY 2020-21

PARKS, RECREATION, & COMMUNITY SERVICES



PARKS, RECREATION, & COMMUNITY SERVICES

Major changes to the department’s budget for FY 2021-22 are listed in the table below.

Park, Recreation, and Community Services	
Summary of Change	General Fund
Recommend freezing a vacant Landscape Gardener position and unfreeze the Parks Supervisor position	\$ 43,595
Recommend to increase small landscape tools and equipment	\$ 22,030
TOTAL	\$ 65,625

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: ADMINISTRATION SUMMARY

	<u>ACTUAL 2019-20</u>	<u>ADJUSTED BUDGET 2020-21</u>	<u>ADOPTED BUDGET 2021-22</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,573,000	\$ 1,823,806	\$ 1,925,594
Supplies and Services	950,984	533,746	533,266
Internal Services	183,006	200,333	194,414
Capital Allocations	111,877	25,000	25,000
Total	\$ 2,818,867	\$ 2,582,886	\$ 2,678,274
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,818,867	\$ 2,582,886	\$ 2,678,274

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks, Recreation, and Community Services Administration

SUB-PROGRAM: Administration (66110)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide leadership and administrative support for delivery of service that creates a positive impact on community image and sense of place; increase safety and security; provide economic development opportunities; protect environmental resources; enhance cultural understanding; improve health and wellness; foster human development; assist in community problem solving; and provide a wide range of recreation experiences.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,192,463.00	\$ 1,491,291	\$ 1,592,354.74
Supplies and Services	463,273	195,103	194,623
Internal Services	123,941	140,016	138,921
Capital Allocations	11,877	25,000	25,000
Total	\$ 1,791,554	\$ 1,851,410	\$ 1,950,899

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,791,554	\$ 1,851,410	\$ 1,950,899
Grants Fund	-	-	-
Total	\$ 1,791,554	\$ 1,851,410	\$ 1,950,899

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks, Recreation, and Community Services Administration

SUB-PROGRAM: Arts Commission (66111)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support community building by advocating, brokering, funding and directly providing top quality art, in all its forms be it visual, dramatic, music, dance, film, literature or other artistic expression, that celebrates the diversity of the Redwood City community.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	67,339	73,896	73,896
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 67,339	\$ 73,896	\$ 73,896

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 67,339	\$ 73,896	\$ 73,896
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PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks, Recreation, and Community Services Administration

SUB-PROGRAM: Downtown Development Programs (66429)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreational experiences; increasing cultural unity; and facilitating community problem solving. Provide positive events and programming for Redwood City residents, from pre-school to seniors, in collaboration with other community partners.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 380,537	\$ 332,515	\$ 333,240
Supplies and Services	420,372	264,747	264,747
Internal Services	59,065	60,318	55,493
Capital Allocations	100,000	-	-
Total	\$ 959,974	\$ 657,580	\$ 653,480

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 959,974	\$ 657,580	\$ 653,480
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PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: PARKS SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	3,071,176	3,294,484	3,518,807
Supplies and Services	1,699,170	1,273,824	1,293,658
Internal Services	1,283,941	1,279,457	1,340,283
Capital Allocations	17,817	-	-
Total	6,072,104	5,847,765	6,152,747
BUDGET BY CATEGORIES OF REVENUES			
General Fund	5,511,727	5,305,606	5,617,973
Lido Landscape District	331,791	329,052	316,373
Other Restricted	-	-	-
Seaport Assessment District	228,586	213,107	218,402
Total	6,072,104	5,847,765	6,152,747

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks
SUB-PROGRAM: Landscape Maintenance (66121, 66122, 66124)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by providing safe, clean and attractive parks and recreation spaces in adequate numbers throughout the community.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,728,083	\$ 2,935,558	\$ 3,165,155
Supplies and Services	1,536,739	1,146,871	1,166,705
Internal Services	1,229,088	1,223,176	1,286,113
Capital Allocations	17,817	-	-
Total	\$ 5,511,727	\$ 5,305,606	\$ 5,617,973

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 5,511,727	\$ 5,305,606	\$ 5,617,973
Other Restricted	-	-	-
Total	\$ 5,511,727	\$ 5,305,606	\$ 5,617,973

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks
SUB-PROGRAM: Lido Landscape District (214-66123)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by maintaining the Lido Landscape area in a safe, clean, and attractive manner.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 204,209	\$ 218,006	\$ 206,631
Supplies and Services	104,149	87,094	87,094
Internal Services	23,433	23,952	22,648
Capital Allocations	-	-	-
Total	\$ 331,791	\$ 329,052	\$ 316,373
BUDGET BY CATEGORIES OF REVENUES			
Lido Landscape District	\$ 331,791	\$ 329,052	\$ 316,373

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks
SUB-PROGRAM: Seaport Blvd. Landscape District (215-65184)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by maintaining the Seaport Blvd. Landscape corridor as a safe, clean, and attractive buffer between the traveled roadway and the adjacent industrial zone.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 138,884	\$ 140,920	\$ 147,021
Supplies and Services	58,282	39,859	39,859
Internal Services	31,420	32,329	31,522
Capital Allocations	-	-	-
Total	\$ 228,586	\$ 213,107	\$ 218,402

BUDGET BY CATEGORIES OF REVENUES

Seaport Assessment District	\$ 228,586	\$ 213,107	\$ 218,402
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PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: RECREATION AND COMMUNITY SERVICES SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	6,016,146	6,634,406	6,853,712
Supplies and Services	2,859,451	1,829,339	1,813,327
Internal Services	2,005,626	2,089,184	2,285,869
Capital Allocations	2,982	50,240	50,240
Total	10,884,205	10,603,169	11,003,148
BUDGET BY CATEGORIES OF REVENUES			
General Fund	10,875,625	10,587,141	10,987,110
Other Restricted	8,424	-	-
Traffic Mitigation Fees Fund	156	16,028	16,038
Total	10,884,205	10,603,169	11,003,148

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Human Services (64211, 64212, 64218)

SUB-PROGRAM PURPOSE OR BUSINESS:

Utilize partnerships and leverage external funding to support building a strong community by providing the facilities, personnel, and programs necessary to coordinate human services for “at risk” populations within Redwood City and North Fair Oaks. Directly support, educate, empower, and serve as a bridge to resources for families and individuals in Redwood City, North Fair Oaks, Woodside, Atherton, and Portola Valley.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,356,644	\$ 1,426,084	\$ 1,513,270
Supplies and Services	893,060	113,247	111,327
Internal Services	451,538	478,631	500,016
Capital Allocations	-	-	-
Total	\$ 2,701,242	\$ 2,017,962	\$ 2,124,613

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 2,701,242	\$ 2,017,962	\$ 2,124,613
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PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Youth and Teen Services (66130)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by strengthening safety and security; strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreation experiences; increasing cultural unity; and facilitating community problem solving. Provide positive programming, services, and facilities for Redwood City youth from pre-school to teens in collaboration with other community partners.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,954,631	\$ 2,525,463	\$ 2,638,982
Supplies and Services	197,213	226,814	221,073
Internal Services	217,079	232,042	237,683
Capital Allocations	-	23,040	23,040
Total	\$ 2,368,923	\$ 3,007,359	\$ 3,120,778
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,368,923	\$ 3,007,359	\$ 3,120,778

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Sports and Aquatics (66140)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by promoting health and wellness; strengthening community image and sense of place; fostering human development; providing recreation experiences; supporting economic development; coordinating the use of local sports fields for youth and adult teams and tournaments; programming a variety of sports and aquatics activities at various levels of competition for youth and adults aimed at supporting family and community interaction.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,053,376	\$ 965,836	\$ 893,364
Supplies and Services	508,683	450,697	445,897
Internal Services	647,559	646,580	853,285
Capital Allocations	-	-	-
Total	\$ 2,209,618	\$ 2,063,113	\$ 2,192,546

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 2,209,618	\$ 2,063,113	\$ 2,192,546
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PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Special Interest Programming/Marketing (66160)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by providing a wide variety of fee-based recreation offerings for all that: strengthen community image and sense of place; strengthen safety and security; promote health and wellness; and fosters human development. Other efforts include creating equitable and diversified ways of communicating department information as well as improving methods for participants to easily register for programs and streamline the customer service experience. Provide management, programming, and coordination of all Courthouse Square events to support local businesses and to brand Redwood City as the “cultural destination” of the Peninsula.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 862,635	\$ 838,883	\$ 873,874
Supplies and Services	965,740	848,774	847,623
Internal Services	223,360	236,606	250,263
Capital Allocations	2,982	15,000	15,000
Total	\$ 2,054,717	\$ 1,939,263	\$ 1,986,760

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 2,046,292	\$ 1,939,263	\$ 1,986,760
Other Restricted	8,424	-	-
Total	\$ 2,054,716	\$ 1,939,263	\$ 1,986,760

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Community Services (66170-73)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by promoting health and wellness; fostering human development; strengthening community image and sense of place; and increasing cultural unity. Other efforts include providing recreational experiences; facilitating community problem solving; providing social events, expressive arts, nutrition, fitness, inclusive educational and recreational classes for seniors and people with disabilities, as well as social service support; and providing an abundance of volunteer opportunities for all ages and abilities.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 788,860	\$ 862,285	\$ 918,367
Supplies and Services	294,756	179,807	177,407
Internal Services	465,934	495,154	444,440
Capital Allocations	-	12,200	12,200
Total	\$ 1,549,550	\$ 1,549,446	\$ 1,552,414

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,549,550	\$ 1,549,446	\$ 1,552,414
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PARKS, RECREATION, & COMMUNITY SERVICES

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POLICE



Community Outreach
Community Policing
Crime Prevention
Dispatch Service
Investigations
Parking Enforcement
Police Activities League
Property and Evidence
Special Events
Traffic Enforcement
Youth Engagement

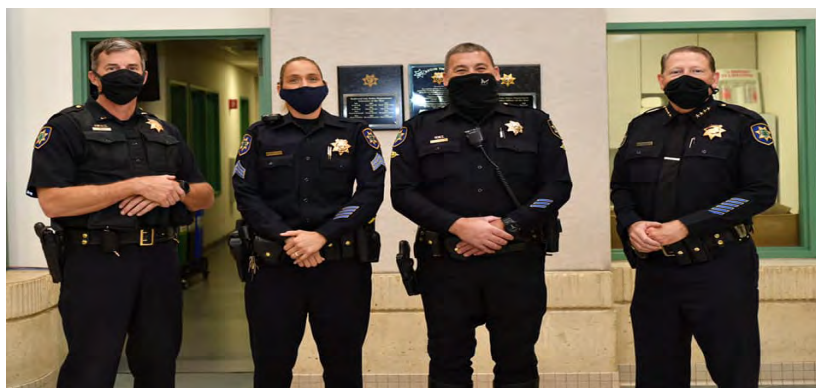
POLICE

DEPARTMENT DESCRIPTION

The Redwood City Police Department is an organization of professionals dedicated to providing the highest level of police services to the community. The Department is comprised of sworn officers, professional staff, reserve officers and volunteers who reflect the diverse community they serve. The Department provides community-focused policing initiatives, comprehensive services for investigations, effective and timely response to calls for service, innovative community engagement activities, and a visible presence. The Department recognizes that working in partnership with the community is the best way to protect life and property, improve the quality of life, and reduce crime and the fear of crime in our community.

MAJOR ACCOMPLISHMENTS

- With other departments, developed and implemented a pandemic response and recovery plan during the COVID-19 pandemic
- Provided mutual aid in response to historic statewide wildfires; most notably, the CZU Lightning Complex Fire in San Mateo County
- Installed a temporary rest area for Department personnel who are required to return to work with less than 8 hours of rest due to required court appearances, mandatory staffing, emergency calls for service, etc.
- Developed and maintained a parking enforcement program that proactively supports the City's recent implementation of Residential Parking Only Permit areas, as well as the increased public interest in the regulation of abandoned vehicles
- Upgraded the Police Department's Force Options Simulator to ensure continued implementation of best practices in response to Emergency and Priority 1 calls for service. The upgrades will provide the opportunity for increased de-escalation training of scenarios involving persons suffering mental health crises by allowing a greater number of officers and supervisors to engage in the training simultaneously.
- Engaged with the community through multiple listening sessions designed to help reimagine police services to best meet the needs of the Redwood City community
- In collaboration with the County of San Mateo and three partner cities, initiated development of a Community Wellness and Crisis Response Team designed to integrate mental health clinicians in tandem responses with law enforcement personnel on calls for services involving persons experiencing mental health crisis.



POLICE

GOALS FOR FY 2021-22

- Deploy Body Worn Cameras to 100% of Field Personnel and continue significant public outreach on the program by the end June 2022
- Implement the Community Wellness and Crisis Response Team (CWCRT) Pilot Program in collaboration with San Mateo County Behavioral Health and Recovery Services to allow Mental Health Clinicians to respond in tandem with officers on calls for service involving people in mental health crises by July 2021 or as soon as qualified personnel are hired. Once implemented, continue program evolution to reduce the future need for a police presence on similar calls for service.
- Collaborate with the Human Resources department to complete a study on the feasibility of implementing a comprehensive employee mental health and physical wellness program for all members of the Police Department by June 2022
- Reorganize the Police Department structure to create a Community Response Unit dedicated to providing enhanced services in the Downtown area for the purpose of ensuring public safety on a regular basis in the growing high-density residential area of the City, mass transit locations, and public gathering areas during the increased number of special events occurring at Courthouse Square and the surrounding area by June 2022.

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Implementation of the Community Wellness and Crisis Response Team (CWCRT) Two-Year Pilot Program
- At the direction of the City Council and in collaboration with the City Manager, support and engage with the newly formed Police Advisory Committee
- Enhance transparency with data collection, reporting and analysis, and adhere to all applicable reporting laws, including the Racial and Identity Profiling Act (RIPA)

POLICE

Performance Measure	2018 Results	2019 Results	2020 Results	Target
Number of staff with Crisis Intervention Training (CIT)*	84% of our sworn personnel	88% of our sworn personnel	90% of our sworn personnel & 86% of our Dispatch personnel	100% for Sworn and Dispatch personnel
Number of contacts with individuals who were experiencing a mental health crisis who were referred to a mental health facility for evaluation	318	324	319	N/A
Number of traffic citations	5,291	3,893	1,106	N/A
Number of traffic collisions	1,549	594**	442	0
Crime Rates –Number of Part 1 Offenses***	1,614	1,753	1,911	0
Average Response Times for Priority 1**** Incidents	6 minutes and 59 seconds	7 minutes and 5 seconds	6 minutes and 38 seconds	Less than 7 minutes

*All sworn members holding the rank of Lieutenant and below

**Significant reduction is due to 2018-19 policy change that encouraged officers to facilitate the more efficient exchange of information between parties of non-injury collisions instead of keeping parties on scene for the longer duration of time required for documentation in a formal collision report.

***Part 1 Offenses include Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft, Arson, and Human Trafficking

****Priority 1 calls include any emergency call where people are in danger of injury (shooting, stabbing), suicide in progress, officer needs help, major injury accident, plane crash, violent felony in progress, structure fires with persons inside, explosions, or other major fires, life threatening medical emergencies, missing children under 13, hold-up and panic alarms, persons down or prowler calls. Average is from time of initial phone call to dispatch, to arrival of first officer on scene.

POLICE

DEPARTMENT BUDGET

The total Police budget for FY 2021-22 is \$52.4 million, representing 18.4% of the total operational budget.

	ACTUAL		ADJUSTED		ADOPTED
	2019-20		BUDGET		BUDGET
	2019-20		2020-21		2021-22
BUDGET BY CATEGORIES OF EXPENDITURES					
Employee Costs	\$ 31,453,169	\$	35,030,956	\$	36,827,509
Supplies and	5,111,284		4,968,620		4,987,820
Internal Services	10,553,870		11,198,085		10,621,254
Capital	39,566		34,954		34,954
Total	<u>\$ 47,157,889</u>	\$	<u>51,232,615</u>	\$	<u>52,471,537</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 42,934,703	\$	46,071,923	\$	47,153,254
Cannabis Business	-		131,247		131,247
C.O.P.S. Grant	35,492		125,000		125,000
Internal Services	3,275,352		3,721,550		3,827,217
Parking Fund	912,342		1,182,895		1,234,819
Total	<u>\$ 47,157,889</u>	\$	<u>51,232,615</u>	\$	<u>52,471,537</u>

There were no structural budget department changes in FY2021-22.

POLICE

There are 121.0 FTEs in the Budget for FY 2021-22, representing 21.9% of all City employees.

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Police				
Administrative Secty	2.00	2.00	2.00	2.00
Communications Dispatcher	12.00	12.00	12.00	12.00
Communications Supervisor	1.00	1.00	1.00	1.00
Community Service Officer	2.00	2.00	2.00	2.00
Deputy Police Chief	1.00	1.00	1.00	1.00
Juvenile And Family Services Specialist	1.00	1.00	1.00	1.00
Lead Police Clerk	1.00	1.00	1.00	1.00
Lead Public Safety Dispatcher	1.00	1.00	1.00	1.00
Management Analyst I	1.00	1.00	1.00	1.00
Parking Enforcement Officer I/II	4.00	4.00	4.00	4.00
Police Captain	2.00	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00	1.00
Police Clerk	6.00	5.00	5.00	5.00
Police Evidence & Property Room Coord	1.00	2.00	2.00	2.00
Police Lieutenant	4.00	4.00	4.00	4.00
Police Officer	77.00	77.00	68.00 *	68.00 *
Police Sergeant	12.00	12.00	12.00	12.00
Records Supervisor	1.00	1.00	1.00	1.00
Total	130.00	130.00	121.00	121.00

*Position frozen in FY 2020-21

POLICE



POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Administrative Services (62111)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide for the overall leadership and administration of the Police Department and ensure effective interaction and engagement within the community, City organization and with regional civilian and law enforcement agencies as functionally required.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,104,534	\$ 1,102,198	\$ 1,211,463
Supplies and Services	979,916	1,010,092	1,013,932
Internal Services	7,501,397	7,933,676	7,226,027
Capital Allocations	2,430	14,250	14,250
Total	\$ 9,588,277	\$ 10,060,216	\$ 9,465,672

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 9,588,277	\$ 9,932,689	\$ 9,338,145
Cannabis Business Permits	-	127,527	127,527
Total	\$ 9,588,277	\$ 10,060,216	\$ 9,465,672

POLICE

PROGRAM: Law Enforcement

SUB-PROGRAM: Records (62112)

SUB-PROGRAM PURPOSE OR BUSINESS:

Process crime reports, subpoenas, arrest warrants, restraining orders and all other court related documents according to established norms; report to the State all statistical data within five business days after the end of each month; ensure that all operational needs for police records are met; and interact with citizens at the front counter of the Police Department and on the telephone to assist as needed.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
		2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,099,010	\$ 1,111,538	\$ 1,121,216
Supplies and Services	53,521	112,564	113,524
Internal Services	40,160	39,343	32,897
Capital Allocations	-	-	-
Total	<u>\$ 1,192,691</u>	<u>\$ 1,263,445</u>	<u>\$ 1,267,637</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	<u>\$ 1,192,691</u>	<u>\$ 1,263,445</u>	<u>\$ 1,267,637</u>
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POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Training (62113)

SUB-PROGRAM PURPOSE OR BUSINESS:

Plan, organize, and implement training for all police personnel; ensure compliance with state-mandated training; and maintain all training records according to State standards.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 482,596	\$ 491,819	\$ 514,265
Supplies and Services	241,859	221,256	222,216
Internal Services	8,918	9,002	11,541
Capital Allocations	-	-	-
Total	\$ 733,373	\$ 722,077	\$ 748,022

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 733,373	\$ 722,077	\$ 748,022
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POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Property and Evidence (62114)

SUB-PROGRAM PURPOSE OR BUSINESS:

Receive and maintain property and evidence collected by department personnel, and minimize the amount of property and evidence stored to the minimum required by law.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 286,710	\$ 470,612	\$ 483,756
Supplies and Services	44,508	26,697	27,177
Internal Services	22,750	21,824	21,235
Capital Allocations	-	-	-
Total	\$ 353,968	\$ 519,133	\$ 532,168
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 353,968	\$ 519,133	\$ 532,168

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Police Activities League - PAL (62115)

SUB-PROGRAM PURPOSE OR BUSINESS:

Build partnerships between youth, police, and the community through educational, cultural, recreational, and outreach programs to help youth reach their full potential.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ 865	\$ 865
Supplies and Services	83,788	103,273	103,273
Internal Services	274	301	319
Capital Allocations	-	-	-
Total	\$ 84,062	\$ 104,439	\$ 104,457
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 84,062	\$ 104,439	\$ 104,457

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Patrol Services (62131)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide adequate resources to meet the demand for uniformed police services. Under a community policing philosophy, enforce laws, provide emergency response, initiate preliminary investigations and respond to community complaints on quality of life issues.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 20,272,144	\$ 23,371,315	\$ 24,792,367
Supplies and Services	2,835,225	2,372,712	2,381,352
Internal Services	2,362,929	2,555,226	2,636,607
Capital Allocations	-	9,304	9,304
Total	\$ 25,470,298	\$ 28,308,557	\$ 29,819,630
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 24,522,464	\$ 27,000,662	\$ 28,459,811
C.O.P.S. Grant	35,492	125,000	125,000
Parking Fund	912,342	1,182,895	1,234,819
Total	\$ 25,470,298	\$ 28,308,557	\$ 29,819,630

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Dispatching Services (67310)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide 24-hour emergency contact for police, public works, citizens and allied law enforcement agencies, and dispatch units within prescribed guidelines.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,659,518	\$ 2,948,836	\$ 3,054,049
Supplies and Services	340,992	526,259	528,659
Internal Services	239,127	246,455	244,509
Capital Allocations	35,715	-	-
Total	\$ 3,275,352	\$ 3,721,550	\$ 3,827,217
BUDGET BY CATEGORIES OF REVENUES			
Internal Service Fund	\$ 3,275,352	\$ 3,721,550	\$ 3,827,217

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Investigative Services (62134)

SUB-PROGRAM PURPOSE OR BUSINESS:

Investigate criminal violations in a manner that will best ensure suspect apprehension and prosecution or resolution; refer juveniles to diversion programs when appropriate; and identify emerging crime patterns and criminal methods of operation through partnerships within the law enforcement community.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 5,548,657	\$ 5,533,773	\$ 5,649,528
Supplies and Services	531,475	595,767	597,687
Internal Services	378,315	392,258	448,120
Capital Allocations	1,421	11,400	11,400
Total	<u>\$ 6,459,868</u>	<u>\$ 6,533,199</u>	<u>\$ 6,706,735</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 6,459,868	\$ 6,529,479	\$ 6,703,015
Cannabis Business Permits	-	3,720	3,720
Total	<u>\$ 6,459,868</u>	<u>\$ 6,533,199</u>	<u>\$ 6,706,735</u>

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PUBLIC WORKS SERVICES

Environmental and
Sustainability Initiatives

Fleet, Facilities, and
Custodial Maintenance

Right-of-Way Maintenance

Sidewalk and Tree
Maintenance

Storm Water

Street Sweeping

Street Lights

Traffic Signs

Wastewater Management
Services

Water Quality

Water Utility Services

PUBLIC WORKS SERVICES

DEPARTMENT DESCRIPTION

The Public Works Services Department provides a wide range of services to Redwood City's infrastructure ranging from environmental programs (energy efficiency, solid waste management, and water conservation), maintenance of the right-of-way (roads, sidewalks, street sweeping, streetlights, traffic signs, and trees) and utilities (recycled water, sewer, storm water, and water). Public Works also provides several internal services to other departments and agencies including building maintenance, custodial services and fleet management.

MAJOR ACCOMPLISHMENTS

- Provided logistical and procurement support of supplies (Personal Protective Equipment and cleaning solutions), to support the City's response to the COVID-19 pandemic
- Supported the Sidewalk Repair and Replacement program by accomplishing goal of 1,450 repairs
- Converted an additional 400 street lights to LED lights
- Completed a Risk and Resiliency Assessment (RRA) for the Water System per United States Environmental Protection Agency (EPA) guidelines and updated the Water System Emergency Response Plan (ERP)
- Performed 260 Storm Water inspections for businesses required by the Municipal Regional Storm Water Permit
- Replaced all non-compliant diesel vehicles per California heavy-duty diesel regulation requirements
- Implemented security and public health safety enhancements within City Hall
- Replaced, updated or enhanced all scheduled heating, ventilation, and air conditioning (HVAC) systems throughout City facilities; enhanced all HVAC systems with the installation of Bipolar Ionization Systems designed to reduce airborne pathogens and provide cleaner, safer air quality
- Adopted an updated Climate Action Plan, which consists of 33 strategies, and a new Environmentally Preferred Purchasing Policy, which promotes municipal building electrification and includes an EV First policy
- Developed and began offering an Electric Leaf Blower Rebate Program for the community
- Led the formation and held kickoff meeting of an interdepartmental Climate Adaptation Team

PUBLIC WORKS SERVICES

GOALS FOR FY 2021-22

- Complete 1,750 sidewalk repairs by June 2022. Through community engagement, collaboration, and internal consideration, reimagine the current sidewalk repair program with an equity lens to ensure that the program is accessible to all.
- Convert an additional 400 street lights to LED lights by June 2022
- Identify pipeline material downstream of the water meter for 21,000 customer side private water service lines by January 15, 2024 in compliance with the Federal Lead and Copper Rule Revision
- Replace, update or enhance all scheduled heating, ventilation, and air conditioning (HVAC) systems throughout City facilities by June 2022
- Complete the renovation of the Fair Oaks Community Center kitchen serving the Redwood City Child Development Program, the Fair Oaks Older Adult Activity Center, and the community at large by June 2022
- Begin collection of sewer service charges for one dwelling unit parcels through the County of San Mateo tax rolls by July 31, 2021

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Implement electrification within the City's fleet by replacing aging hybrid and gasoline vehicles with 100% electric Vehicles (EV) where possible
- Replace or retrofit existing water meters with Smart/Automated Meter Infrastructure (AMI) water meters, as feasible
- Evaluate and perform maintenance, such as tree trimming or removal, on the population of City-owned trees
- Complete groundwater remediation efforts at the Sequoia Station Shopping Center
- Work locally and with regional partners to identify water supplies to supplement dry year demand through development of recycled water, groundwater, and other potential sources of new water supply
- The inter-departmental Climate Adaptation Team meets quarterly and anticipates meeting this upcoming summer to discuss implementation of incentive programs and strategies laid out in the Climate Action Plan, with an update to the City Council planned for this coming fall.

PUBLIC WORKS SERVICES

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	Target
Number of water main breaks responded to and repaired	63	88	76	120	Less than previous year
Number of sewer overflows	13	18	9	14	10% less than previous year
Percent of service requests completed on time	90%	94%	90%	97%	90%
Number of sidewalk repairs completed	598	1,330	1,919	2,146	1,750

PUBLIC WORKS SERVICES

DEPARTMENT BUDGET

The total Public Works Services budget for FY 2021-22 is \$95.4 million, representing 33.3% of the total operational budget.

	ACTUAL	ADJUSTED	RECOMD.
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 14,171,478	\$ 17,019,857	\$ 17,800,158
Supplies and Services	60,063,515	58,268,374	61,315,292
Internal Services	11,419,376	11,709,197	11,537,477
Capital Allocations	2,048,225	3,800,905	4,752,091
Total	\$ 87,702,593	\$ 90,798,332	\$ 95,405,018

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 2,536,891	\$ 1,617,696	\$ 2,287,513
Cannabis Business Permits	-	5,334	5,334
Capital Outlay Fund	108,101	-	-
Docktown Marina	601,825	857,343	742,080
Gas Tax Fund	2,964,117	3,634,013	3,342,715
Internal Services Fund	9,264,216	9,445,646	10,657,579
Measure M VLF	439,305	391,252	454,798
Parking Fund	343,072	522,123	536,460
Sewer Fund	32,348,366	33,650,795	36,275,139
Special Assessments	409,336	659,111	674,852
Traffic Safety Fund	1,951,656	2,004,877	2,036,477
Water Fund	36,735,710	38,010,143	38,392,071
Total	\$ 87,702,593	\$ 90,798,332	\$ 95,405,018

PUBLIC WORKS SERVICES

There are 105.95 FTEs in the budget for FY 2021-22, representing 19.2 % of all City employees.

	ADJUSTED 2019-20	ADOPTED BUDGET 2020-21	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22
Public Works				
Accountant	0.25	0.25	0.25	0.25
Accounting Technician II	0.13	0.13	0.13	0.13
Administrative Clerk I	1.00	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00	1.00
Assistant Engineer II	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00	1.00
Associate Engineer	1.00	1.00	1.00	1.00
Building Maintenance Worker	4.22	3.22	3.22	3.22
Comm Dev Manager-Engineering	0.15	0.15	0.15	0.15
Custodial Services Supervisor	1.00	1.00	1.00	1.00
Environmental Initiatives Coord	1.00	1.00	1.00	1.00
Equipment Mechanic II	4.00	4.00	4.00	4.00
Equipment Service Worker	1.00	1.00	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00	1.00
GIS Manager	0.25	0.25	0.25	0.25
Lead Equipment Mechanic	1.00	1.00	1.00	1.00
Lead Maintenance Custodian	3.00	3.00	3.00	3.00
Lead PW Maint Worker	5.00	5.00	5.00	5.00
Lead PW Maint Worker - Wastewater	3.00	3.00	3.00	3.00
Lead Water Resources Technician	2.00	2.00	2.00	2.00
Maintenance Custodian	10.00	10.00	10.00	10.00
Management Analyst I	2.00	2.00	2.00	2.00
Management Analyst II	1.00	1.00	1.00	1.00
Official/Exec/Prof Level I	0.70	0.70	0.70	0.70
Public Works Field Supervisor	1.50	1.50	1.50	1.50
PW Maint Wkr I - Wastewater	1.00	1.00	1.00	1.00
PW Maint Wkr II	12.00	12.00	12.00	12.00
PW Maint Wkr II - Wastewater	8.00	8.00	8.00	8.00
PW Maint Wkr III / Equip Oper	2.45	2.45	2.45	2.45
Public Works Services Director	0.80	0.80	0.80	0.80
Public Works Superintendent	5.00	5.00	5.00	5.00
PW Maint Wkr III/Eq Op-Wastewater	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Building Maint Worker	3.00	4.00	4.00	4.00
Senior Civil Engineer	1.50	1.50	1.50	1.50
Technical Level I	2.00	2.00	2.00	2.00
Tree Maint Worker II	1.00	1.00	1.00	1.00
Tree Maintenance Leader	1.00	1.00	1.00	1.00
Utilities Field Supv	3.00	3.00	3.00	3.00
Utilities Specialist	1.00	1.00	1.00	1.00
Utilities Specialist - Wastewater	2.00	2.00	2.00	2.00
Utilities Worker	1.00	1.00	1.00	1.00
Utilities Worker - Wastewater	2.00	2.00	2.00	2.00
Utility Locator	1.00	1.00	1.00	1.00
Water Quality Specialist	1.00	1.00	1.00	1.00
Water Resources Specialist	2.00	2.00	2.00	2.00
Water Resources Technician	4.00	4.00	4.00	4.00
	105.95	105.95	105.95	105.95

PUBLIC WORKS SERVICES



PUBLIC WORKS SERVICES

Major changes to the department's budget for FY 2021-22 are listed in the table below.

Public Works				
Summary of Change	General Fund	Enterprise Funds	Special Revenue Funds	Internal Service Charges
New Contract Utility Map Technician responsible for identifying water service pipeline materials (Three year contract @ approx. \$110,000/yr.)		\$ 107,672		
Remove Contract employee from Docktown Fund (Class X121), only need one FTE		\$ (107,672)		
Additional ongoing funding to help supplement our in-house tree maintenance personnel	\$ 150,000			
Ongoing funding attributed to increased debt service payments, an annual cost escalation for SVCW's regular operations and maintenance, and an updated allocation of total costs to the City		\$ 2,393,356		
Ongoing funding attributed to increased costs from BAWSCA to negotiate and purchase wholesale water from the San Francisco Water Department on behalf of two private utility organizations and 24 local agencies in the Bay Area, which include the City of Redwood City		\$ 10,000		
Replacement of the City equipment and vehicles. The Fleet section routinely budgets for vehicles and equipment that are due for replacement based on their projected lifecycle. A total of 18 vehicles and equipment have been identified as needing replacement to maintain City operations				\$ 951,186
Transfer 0.5 M820 to Water resources specialist to proper sub program		\$ (99,122)		
Transfer 0.5 M820 to Water resources specialist to proper sub program		\$ 99,122		
Transfer 1.0 FTE M810 Water Quality Specialist to proper account		\$ (193,780)		
Transfer 1.0 FTE M810 Water Quality Specialist to proper account		\$ 193,780		
Transfer 1.0 FTE M820 Lead Water Resources Technician performing recycled water activities to related sub-programs		\$ (175,857)		
Transfer 1.0 FTE M820 Lead Water Resources Technician performing recycled water activities to related sub-programs		\$ 175,857		
TOTAL	\$ 150,000	\$ 2,403,356	\$ -	\$ 951,186

PUBLIC WORKS SERVICES

PROGRAM: Climate Action Plan
SUB-PROGRAM: Climate Action and Adaptation Implementation (65138)

SUB-PROGRAM PURPOSE OR BUSINESS:
 Manage the implementation of the City’s Climate Action Plan strategies and initiatives.

	ACTUAL		ADJUSTED		RECOMD.
	2019-20		BUDGET		BUDGET
	2019-20		2020-21		2021-22
BUDGET BY CATEGORIES OF EXPENDITURES					
Employee Costs	\$ -		\$ -		\$ -
Supplies and Services	-		30,000		530,000
Internal Services	-		-		-
Capital Allocations	-		-		-
Total	\$ -		\$ 30,000		\$ 530,000

BUDGET BY CATEGORIES OF REVENUES					
General Fund	\$ -		\$ 30,000		\$ 530,000

PUBLIC WORKS SERVICES

PROGRAM: FLEET, FACILITIES, AND CUSTODIAL MAINTENANCE SERVICES SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 4,126,008	\$ 4,868,132	\$ 5,145,322
Supplies and Services	3,680,010	1,963,113	1,961,424
Internal Services	875,460	971,586	956,833
Capital Allocations	582,738	1,642,814	2,594,000
Total	\$ 9,264,216	\$ 9,445,646	\$ 10,657,579
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 9,264,216	\$ 9,445,646	\$ 10,657,579

PUBLIC WORKS SERVICES

PROGRAM: Fleet, Facilities, and Custodial Maintenance Services

SUB-PROGRAM: Equipment Services (67230)

SUB-PROGRAM PURPOSE OR BUSINESS:

Manage the City's fleet operations for maximum safety and efficiency.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,205,633	\$ 1,556,517	\$ 1,640,064
Supplies and Services	2,589,697	1,246,025	1,244,336
Internal Services	301,812	331,249	332,245
Capital Allocations	582,738	1,642,814	2,594,000
Total	\$ 4,679,880	\$ 4,776,605	\$ 5,810,645

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 4,679,880	\$ 4,776,605	\$ 5,810,645
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PUBLIC WORKS SERVICES

PROGRAM: Fleet, Facilities, and Custodial Maintenance Services

SUB-PROGRAM: Custodial Services (780-67241)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide great places for community activities by cleaning and maintaining City facilities and Courthouse Square so they are safe, clean, and attractive to the community.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,692,768	\$ 1,916,191	\$ 2,007,537
Supplies and Services	196,179	121,677	121,677
Internal Services	220,590	227,298	205,109
Capital Allocations	-	-	-
Total	\$ 2,109,537	\$ 2,265,167	\$ 2,334,323
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 2,109,537	\$ 2,265,167	\$ 2,334,323

PUBLIC WORKS SERVICES

PROGRAM: Fleet, Facilities, and Custodial Maintenance Services

SUB-PROGRAM: Building Maintenance Services (780-67242)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide great places for community activities by maintaining or enhancing the physical condition of City facilities, park hardscape, and other City assets so that they are safe, comfortable, and available for use.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,227,607	\$ 1,395,424	\$ 1,497,721
Supplies and Services	894,134	595,411	595,411
Internal Services	353,058	413,039	419,479
Capital Allocations	-	-	-
Total	\$ 2,474,799	\$ 2,403,874	\$ 2,512,611
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 2,474,799	\$ 2,403,874	\$ 2,512,611

PUBLIC WORKS SERVICES

PROGRAM: RIGHT-OF-WAY MAINTENANCE SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,299,813	\$ 2,992,345	\$ 3,015,306
Supplies and Services	3,261,496	2,580,334	2,728,785
Internal Services	2,629,510	2,698,491	2,342,343
Capital Allocations	108,101	975	975
Total	\$ 8,298,920	\$ 8,272,145	\$ 8,087,408
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,517,107	\$ 1,560,695	\$ 1,728,758
Cannabis Business Permits	-	1,541	1,541
Capital Outlay Fund	108,101	-	-
Docktown Marina	601,825	857,343	742,080
Gas Tax Fund	2,777,160	3,325,567	3,042,092
Parking Fund	343,072	522,123	536,460
Traffic Safety Fund	1,951,656	2,004,877	2,036,477
Total	\$ 8,298,921	\$ 8,272,145	\$ 8,087,408

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Electrical Maintenance (65131)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain the safe movement of vehicles, bicycles, and pedestrians within the City's public right-of-ways through the operation of traffic signals and street lighting.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 211,798	\$ 354,904	\$ 368,302
Supplies and Services	1,206,658	1,054,201	1,054,201
Internal Services	44,693	47,527	47,928
Capital Allocations	-	-	-
Total	\$ 1,463,149	\$ 1,456,633	\$ 1,470,431

BUDGET BY CATEGORIES OF REVENUES

Traffic Safety Fund	\$ 1,463,149	\$ 1,456,633	\$ 1,470,431
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PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Street System Maintenance (65132)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain all streets, sidewalks, City parking lots, and parking meters in a safe condition for the movement of pedestrians and vehicles.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 721,442	\$ 891,624	\$ 937,547
Supplies and Services	1,015,450	403,153	403,153
Internal Services	1,033,923	979,879	950,229
Capital Allocations	-	-	-
Total	\$ 2,770,815	\$ 2,274,656	\$ 2,290,929
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,177,715	\$ 296,391	\$ 314,250
Gas Tax Fund	1,250,028	1,456,142	1,440,219
Parking Fund	343,072	522,123	536,460
Total	\$ 2,770,815	\$ 2,274,656	\$ 2,290,929

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance

SUB-PROGRAM: Street Cleaning (65133)

SUB-PROGRAM PURPOSE OR BUSINESS:

Sustain the City as clean, inviting, and aesthetically pleasing throughout all segments of the community by maintaining all roadway rights-of-way and parking facilities free from dirt, refuse, and litter as a component of street and road repair and maintenance in compliance with local, state, and federal laws and regulations.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 138,594	\$ 231,614	\$ 240,206
Supplies and Services	302,903	307,064	307,064
Internal Services	12,311	12,382	9,782
Capital Allocations	-	-	-
Total	\$ 453,808	\$ 551,060	\$ 557,052
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 317,235	\$ 287,350	\$ 287,350
Gas Tax Fund	136,573	263,710	269,702
Total	\$ 453,808	\$ 551,060	\$ 557,052

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Sidewalk Maintenance and Replacement (65134)

SUB-PROGRAM PURPOSE OR BUSINESS:

Identify areas needing sidewalk repairs and wheelchair ramps for barrier-free access and schedule appropriate construction or maintenance; and preserve existing street and private trees when practical during sidewalk repairs.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 170,899	\$ 276,559	\$ 290,667
Supplies and Services	8,661	10,945	9,396
Internal Services	1,151,465	1,165,104	886,172
Capital Allocations	-	-	-
Total	\$ 1,331,025	\$ 1,452,608	\$ 1,186,235
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 63,428	\$ 24,363	\$ 37,115
Gas Tax Fund	1,267,597	1,428,245	1,149,120
Total	\$ 1,331,025	\$ 1,452,608	\$ 1,186,235

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Street Tree Maintenance (65135)

SUB-PROGRAM PURPOSE OR BUSINESS:

Protect the City's investment in street trees and enhance the overall tree population within the City, resulting in a more livable urban environment.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 406,017	\$ 443,737	\$ 470,356
Supplies and Services	236,415	124,438	274,438
Internal Services	251,503	352,231	312,381
Capital Allocations	-	975	975
Total	\$ 893,935	\$ 921,381	\$ 1,058,150

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 893,935	\$ 921,381	\$ 1,058,150
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PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Downtown Entry Features Maintenance (65136)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain downtown right-of-way improvements and entry features in a safe and aesthetically pleasing manner.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	16,511	11,889	11,889
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 16,511	\$ 11,889	\$ 11,889

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 16,511	\$ 11,889	\$ 11,889
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PUBLIC WORKS SERVICES

PROGRAM: Right-of-Way Maintenance
SUB-PROGRAM: Paint and Sign Maintenance (65137)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain the safe movement of vehicles, bicycles, and pedestrians within the City’s public right-of-ways through the maintenance of traffic control apparatus – signs, curb painting, and pavement markings.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 363,452	\$ 391,236	\$ 409,928
Supplies and Services	45,520	73,297	73,297
Internal Services	79,535	83,711	82,821
Capital Allocations	-	-	-
Total	<u>\$ 488,507</u>	<u>\$ 548,244</u>	<u>\$ 566,046</u>

BUDGET BY CATEGORIES OF REVENUES

Traffic Safety Fund	\$ 488,507	\$ 548,244	\$ 566,046
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PUBLIC WORKS SERVICES

PROGRAM: Right-of-Way Maintenance
SUB-PROGRAM: Trash and Recycling Efforts (65186)

SUB-PROGRAM PURPOSE OR BUSINESS:

Coordinate with, manage and oversee the City’s solid waste contract with Recology. Provide staff support for activities and events involving solid waste, recycling and organics collection and processing programs in order to maintain compliance with state and local laws, goals, and mandates.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 147,736	\$ 177,729	\$ 186,009
Supplies and Services	14,960	12,000	12,000
Internal Services	8,548	8,602	6,588
Capital Allocations	-	-	-
Total	\$ 171,244	\$ 198,331	\$ 204,597

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 48,283	\$ 19,321	\$ 20,005
Cannabis Business Permits	-	1,541	1,541
Gas Tax Fund	122,961	177,469	183,052
Total	\$ 171,244	\$ 198,331	\$ 204,597

PUBLIC WORKS SERVICES

PROGRAM: Docketown Marina
SUB-PROGRAM: Administration and Special Projects (66433/75607)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the management of Docketown Marina. Previously this was under the management of the Community Development and Transportation Department.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 139,875	\$ 224,942	\$ 112,290
Supplies and Services	414,418	583,347	583,347
Internal Services	47,532	49,054	46,443
Capital Allocations	108,101	-	-
Total	\$ 709,926	\$ 857,343	\$ 742,080
BUDGET BY CATEGORIES OF REVENUES			
Docketown Marina	\$ 601,825	\$ 857,343	\$ 742,080
Capital Outlay Fund	108,101	-	-
Total	\$ 709,926	\$ 857,343	\$ 742,080

PUBLIC WORKS SERVICES

PROGRAM: WASTEWATER MANAGEMENT SERVICES SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,011,511	\$ 3,733,021	\$ 3,849,129
Supplies and Services	25,331,965	25,414,937	27,809,653
Internal Services	3,702,557	3,742,771	3,929,493
Capital Allocations	1,357,386	2,139,116	2,139,116
Total	\$ 33,403,419	\$ 35,029,844	\$ 37,727,391
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 19,784	\$ 26,999	\$ 28,755
Gas Tax Fund	186,957	308,447	300,623
Sewer Fund	32,348,366	33,650,795	36,275,139
Special Assessments	409,007	652,351	668,076
Measure M VLF	439,305	391,252	454,798
Total	\$ 33,403,419	\$ 35,029,844	\$ 37,727,391

PUBLIC WORKS SERVICES

PROGRAM: Wastewater Management Services
SUB-PROGRAM: Sanitary Sewer Maintenance (65152)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain, repair, and operate the sanitary sewer collection system in a safe and effective manner and in compliance with county, state, and federal regulations.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 2,339,809	\$ 2,898,998	\$ 2,984,219
Supplies and Services	1,889,629	723,040	724,400
Internal Services	3,178,701	3,251,460	3,344,927
Capital Allocations	28,074	403,000	403,000
Total	\$ 7,436,213	\$ 7,276,498	\$ 7,456,546

BUDGET BY CATEGORIES OF REVENUES

Sewer Fund	\$ 7,404,602	\$ 7,217,579	\$ 7,396,264
Special Assessments	31,611	58,919	60,282
Total	\$ 7,436,213	\$ 7,276,498	\$ 7,456,546

PUBLIC WORKS SERVICES

PROGRAM: Wastewater Management Services
SUB-PROGRAM: Wastewater Treatment and Disposal (65154)

SUB-PROGRAM PURPOSE OR BUSINESS:

Ensure public health and safety through the proper and effective treatment of domestic and industrial wastewater collected by the City’s sewer collection system at Silicon Valley Clean Water (formerly the South Bayside System Authority) wastewater treatment plant so that it meets the standards set by the San Francisco Bay Regional Water Quality Control Board.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	22,885,677	23,767,675	26,161,031
Internal Services	-	-	-
Capital Allocations	1,329,312	1,736,116	1,736,116
Total	\$ 24,214,989	\$ 25,503,791	\$ 27,897,147

BUDGET BY CATEGORIES OF REVENUES

Sewer Fund	\$ 24,214,989	\$ 25,503,791	\$ 27,897,147
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PUBLIC WORKS SERVICES

PROGRAM: Wastewater Management Services
SUB-PROGRAM: Storm Drains Maintenance (65161)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain, repair, and operate the storm drainage system in a safe and effective manner and in compliance with county, state, and federal regulations.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 671,702	\$ 834,023	\$ 864,910
Supplies and Services	556,659	924,222	924,222
Internal Services	523,856	491,311	584,566
Capital Allocations	-	-	-
Total	\$ 1,752,217	\$ 2,249,556	\$ 2,373,697

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 19,784	\$ 27,000	\$ 28,755
Gas Tax Fund	186,957	308,447	300,623
Sewer Fund	728,775	929,425	981,728
Special Assessment	377,396	593,432	607,794
Measure M VLF	439,305	391,252	454,798
Total	\$ 1,752,217	\$ 2,249,556	\$ 2,373,697

PUBLIC WORKS SERVICES

PROGRAM: WATER UTILITY SERVICES SUMMARY

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 4,734,146	\$ 5,426,358	\$ 5,790,402
Supplies and Services	27,790,044	28,279,990	28,285,430
Internal Services	4,211,849	4,296,348	4,308,808
Capital Allocations	-	18,000	18,000
Total	\$ 36,736,039	\$ 38,020,697	\$ 38,402,640
BUDGET BY CATEGORIES OF REVENUES			
Water Fund	\$ 36,735,710	\$ 38,010,143	\$ 38,392,071
Cannabis Business Permits	-	3,793	3,793
Special Assessments	329	6,760	6,776
Total	\$ 36,736,039	\$ 38,020,696	\$ 38,402,640

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: Customer & Support Services (65142)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support and sustain a business environment by providing key services for the City’s Water Enterprise that include the collection of Water Enterprise revenues through meter reading, customer and support services, and protection of the City’s water distribution system through the cross connection control program.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,198,406	\$ 1,209,509	\$ 1,076,530
Supplies and Services	554,407	996,646	997,126
Internal Services	391,410	400,818	392,546
Capital Allocations	-	2,800	2,800
Total	\$ 2,144,223	\$ 2,609,773	\$ 2,469,001

BUDGET BY CATEGORIES OF REVENUES

Water Fund	\$ 2,144,223	\$ 2,609,773	\$ 2,469,001
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PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: Water System Maintenance (65144)

SUB-PROGRAM PURPOSE OR BUSINESS:

Operate, maintain, and repair the City’s water distribution system consistent with county, state, and federal regulations, protect the City’s water distribution system through water quality monitoring, and maintain a high level of readiness and disaster preparedness 24 hours a day, seven days a week.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,559,042	\$ 2,776,176	\$ 3,189,811
Supplies and Services	4,796,245	1,642,029	1,636,029
Internal Services	3,503,755	3,552,616	3,574,356
Capital Allocations	-	9,700	9,700
Total	\$ 10,859,042	\$ 7,980,520	\$ 8,409,895
BUDGET BY CATEGORIES OF REVENUES			
Water Fund	\$ 10,858,713	\$ 7,973,760	\$ 8,403,119
Special Assessments	\$ 329	\$ 6,760	\$ 6,776
Total	\$ 10,859,042	\$ 7,980,520	\$ 8,409,895

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: SFWD Water Purchases (65145)

SUB-PROGRAM PURPOSE OR BUSINESS:

Procure 100% of Redwood City’s drinking water supply from the San Francisco Public Utilities Commission (SFPUC) regional water system.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	19,675,841	20,436,000	20,446,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 19,675,841	\$ 20,436,000	\$ 20,446,000
BUDGET BY CATEGORIES OF REVENUES			
Water Fund	\$ 19,675,841	\$ 20,436,000	\$ 20,446,000

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: Water Resources Management (65146)

SUB-PROGRAM PURPOSE OR BUSINESS:

Plan and ensure the continued responsible use of water resources in Redwood City by implementing water conservation programs and maintaining compliance with State water efficiency standards.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 641,242	\$ 745,853	\$ 691,494
Supplies and Services	164,908	371,392	371,872
Internal Services	200,188	214,793	212,339
Capital Allocations	-	-	-
Total	\$ 1,006,338	\$ 1,332,039	\$ 1,275,705

BUDGET BY CATEGORIES OF REVENUES

Water Fund	\$ 1,006,338	\$ 1,328,246	\$ 1,271,912
Cannabis Business Permits	-	3,793	3,793
Total	\$ 1,006,338	\$ 1,332,039	\$ 1,275,705

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: Recycled Water (65147)

SUB-PROGRAM PURPOSE OR BUSINESS:

Manage, operate, and maintain the City’s recycled water system in accordance with state and federal regulations. Continue to be a leader in the development and utilization of recycled water in the County, which compliments the Council’s strategic initiatives and support of sustainability programs.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 335,456	\$ 694,821	\$ 832,568
Supplies and Services	2,563,048	4,528,923	4,529,403
Internal Services	116,496	128,122	129,568
Capital Allocations	-	5,500	5,500
Total	\$ 3,015,000	\$ 5,357,365	\$ 5,497,039

BUDGET BY CATEGORIES OF REVENUES

Water Fund	\$ 3,015,000	\$ 5,357,365	\$ 5,497,039
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PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services/Debt Service
SUB-PROGRAM: Interfund Loan Repayment (687-61423)

SUB-PROGRAM PURPOSE OR BUSINESS:

Interest and principal repayment on interfund loan from the Equipment Services Fund to the Water Fund.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	35,595	305,000	305,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 35,595	\$ 305,000	\$ 305,000

BUDGET BY CATEGORIES OF REVENUES

Water Fund	\$ 35,595	\$ 305,000	\$ 305,000
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NON-DEPARTMENTAL

American Rescue
Plan Act

COVID-19

Mental Health

Building Study

NON-DEPARTMENTAL

DESCRIPTION

Non-Departmental programs are used to aggregate citywide funding needs that are not identified with any one department. Non-Departmental is a budgeting mechanism for identifying and funding programs that are citywide in nature. Non-Departmental also funds miscellaneous projects that reflect City Council priorities. No staff positions are assigned to this department.

NON-DEPARTMENTAL BUDGET

The total budget for FY 2021-22 is \$10.9 Million, representing 3.7% of the total operational budget.

	<u>ACTUAL 2019-20</u>	<u>ADJUSTED BUDGET 2020-21</u>	<u>ADOPTED BUDGET 2021-22</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	650,000	10,891,531
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	<u>\$ -</u>	<u>\$ 650,000</u>	<u>\$ 10,891,531</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ -	\$ 650,000	\$ 10,891,531
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NON-DEPARTMENTAL

PROGRAM: Non-Departmental

SUB-PROGRAM: American Rescue Plan Act (89999)

PROGRAM PURPOSE OR BUSINESS:

One-time federal funding used for City operations and City Council priorities.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	9,241,531
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ -	\$ -	\$ 9,241,531
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ -	\$ -	\$ 9,241,531

NON-DEPARTMENTAL

PROGRAM: Non-Departmental

SUB-PROGRAM: Mental Health/Law Enforcement Pilot Program (61710)

SUB-PROGRAM PURPOSE OR BUSINESS:

The Community Wellness and Crisis Response Team (CWCRT) program is a partnership between the Redwood City Police Department, and the County of San Mateo, Behavioral Health and Recovery Services (BHRS), created to optimally respond to individuals experiencing behavioral health crisis. This collaboration is designed to increase the ability to directly respond to community members in mental health crisis; enhance response times for those in need of mental health services and resources; and create a broader and more effective continuum of care for individuals and families undergoing crisis.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
	2019-20	2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	200,000	200,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ -	\$ 200,000	\$ 200,000
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ -	\$ 200,000	\$ 200,000

NON-DEPARTMENTAL

PROGRAM: Non-Departmental

SUB-PROGRAM: COVID-19 (89999-54-2189)

SUB-PROGRAM PURPOSE OR BUSINESS:

The COVID-19 response program is for general City costs incurred to respond to the COVID-19 pandemic.

	ACTUAL	ADJUSTED	ADOPTED
	2019-20	BUDGET	BUDGET
		2020-21	2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	1,000,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ -	\$ -	\$ 1,000,000

NON-DEPARTMENTAL

PROGRAM: Non-Departmental

SUB-PROGRAM: Building Study Recommendations (61710)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support improvements of Building Inspection and Code Enforcement Division as recommended by Management Partners consultants in the Building Division Organizational Review. Recommendations for improvements include depending less on consultant staff, hiring more permanent staff, expanding training efforts, developing performance measures, and more. Improvements are meant to advance the customer experience and streamline Building processes such as plan check and permit counter functions.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	450,000	450,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	<u>\$ -</u>	<u>\$ 450,000</u>	<u>\$ 450,000</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ -	\$ 450,000	\$ 450,000

CITY DEBT

REVENUE BONDS

Port of Redwood City 2012 Revenue Bonds – In June 2012, bonds were issued in the amount of \$10,000,000 to finance construction of the Port's Wharf 1 & 2 Redevelopment Project. The bonds are due in annual installments of \$386,916 to \$725,679 through 2032, with total principal remaining of \$6,529,874. The bonds are payable out of net revenues of the Port, which are expected to equal at least 120 percent of the annual debt service requirement.

Port of Redwood City 2015 Revenue Bonds – In June 2015, bonds were issued in the amount of \$6,940,000 to (a) refund the 1999 Bonds, (b) purchase the 2015 Reserve Fund Policy in lieu of cash funding a reserve fund for the 2015 Bonds, and (c) pay a portion of the costs of issuance of the 2015 Bonds. The refunding resulted in a decrease of total debt service payments of \$2,312,114. The refunding of the 1999 Bonds resulted in an economic gain of \$745,800. The bonds are due in annual installments of \$385,000 to \$611,000 through 2030, with total principal remaining of \$4,540,000. The bonds are payable out of net revenues of the Port, which are expected to equal at least 120 percent of the annual debt service requirement.

Water Revenue Bonds Series 2013 – In June 2013, Redwood City Public Financing Authority issued \$26,870,000 of bonds to refund the remaining Water Revenue Bonds Series 2005A. The refunding resulted in a decrease of total debt service payments of \$2,386,569 and an economic gain of \$1,231,113. Principal and interest is payable in 21 annual installments of \$1,584,262 to \$2,063,000 from August 2013 through February 2034, with total principal remaining of \$19,370,000. The bonds are payable out of net revenues of the Water Utility Fund which are expected to equal at least 120 percent of the annual debt service requirement.

Water Revenue Bonds Series 2015 – In May 2015, Redwood City Public Financing Authority issued \$20,235,000 of bonds to refund the remaining Water Revenue Bonds Series 2006A. The refunding resulted in a decrease of total debt service payments of \$3,243,691 and an economic gain of \$2,117,710. Principal and interest is payable in 20 annual installments of \$1,205,491 to \$1,421,544 from August 2016 through February 2035 with total principal remaining of \$15,610,000. The bonds are payable out of net revenues of the Water Utility Fund which are expected to equal at least 120 percent of the annual debt service requirement.

Water Revenue Bonds Series 2017 – In March 2017, Redwood City Public Financing Authority issued \$6,300,000 of bonds to refund the remaining Water Revenue Bonds Series 2007A. The refunding resulted in a decrease of total debt service payments of \$3,243,691 and an economic gain of \$2,117,710. Principal and interest is payable in 18 annual installments of \$489,069 to \$497,669 from February 2018 through February 2035 with total principal remaining of \$5,270,000. The bonds are payable out of net revenues of the Water Utility Fund which are expected to equal at least 120 percent of the annual debt service requirement.

CITY DEBT

Future Debt Payments

Name of Debt Issue	Principal and Interest				Thereafter
	FY 2021-22	FY 2022-23	FY 2023-24	FY2024-25	
2012 Revenue Bonds - Port	742,294	742,294	742,294	742,294	5,196,056
2015 Revenue Bonds - Port	606,538	608,188	609,388	604,544	2,995,475
2013 Revenue Bonds - Water	2,062,450	2,058,250	2,061,000	2,060,750	18,549,000
2015 Revenue Bonds - Water	1,419,844	1,419,844	1,418,444	1,420,644	14,204,581
2017 Revenue Bonds - Water	490,919	494,919	490,419	495,419	4,940,125

*Appropriated by the Port Commission as detailed in the Port Section of this document.

CITY DEBT

Computation of Legal Debt Margin FY 2020-21

Total Assessed Value - All Real & Personal Property	\$ 26,732,007,626
Debt Limit Percentage	3.75%
Total Debt Limit	1,002,450,286
Total Amount of Debt Applicable to Debt Limit	-
Legal Debt Margin	\$ 1,002,450,286

Note: Under State finance law, the City's outstanding general obligation debt should not exceed 15% of total assessed property value. However, the City has established a more conservative internal limit of not more than 3.75 percent. By law, the general obligation debt subject to the limitation may be offset by amounts set aside for repaying general obligation bonds.

FIDUCIARY FUNDS

FIDUCIARY FUNDS

FIDUCIARY FUNDS

These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Those include debt without City Commitment from two Community Facilities Districts (Mello-Roos) Bonds, and one private purpose trust fund to account for activities of the Successor Agency to the former Redevelopment Agency.

ASSESSMENT DISTRICTS

DEBT WITHOUT CITY COMMITMENT

There are two Community Facilities Districts (CFD) that have outstanding debt for improvements, which are not obligations of the City. The following districts are responsible for the repayment of the debt: Redwood Shores, and One Marina. The Pacific Shores CFD final payment was made and this obligation was paid in full in September 2016.

These bonds are solely obligations of the property owners in this district and are not obligations of the City, nor has any political subdivision of the State of California pledged its full faith and credit for the payment of these bonds. The City's only responsibilities with respect to any delinquent assessment installments are solely advancing funds from the reserve fund (established with bond proceeds) to the redemption fund, to the extent that such funds are available, and instituting foreclosure proceedings. The City is not required to advance available funds of the City for payment of principal or interest or to purchase land at a delinquent foreclosure assessment sale.

In December 2012, the Shores Transportation District issued \$10,275,000 Redwood Shores CFD No. 99-1 Special Tax Refunding Bonds, Series 2012B to refund \$3,640,000 of the outstanding Series 2001A Bonds and \$6,675,000 of the outstanding Series 2003A Bonds. As of June 30, 2020, the outstanding principal amount was \$6,985,000.

On April 5, 2011, the Community Facilities District issued \$5,760,000 of bonds on behalf of the developer of the One Marina Project to fund various transportation system improvements within the City's right-of-way that were required as a condition of the development. In June 2016, Community Facilities District No. 2010-1 issued \$4,350,000 Community Facilities District No. 2010-1 (One Marina) 2016 Special Tax Refunding Bonds to refund the outstanding 2011 Bonds. As of June 30, 2020, the outstanding principal amount was \$3,825,000.

FIDUCIARY FUNDS

BUDGET FOR THE ASSESSMENT DISTRICTS

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	-	-	-
Supplies and Services	1,036,711	1,037,064	1,037,064
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 1,036,711	\$ 1,037,064	\$ 1,037,064

BUDGET BY CATEGORIES OF REVENUES

Redwood Shores CFD 99-1	762,264	762,264	762,264
One Marina CFD 2010-1	274,447	27,480	274,800
Total	\$ 1,036,711	\$ 1,037,064	\$ 1,037,064

Please refer to the City Debt section at the end of this document for details of the City's (and the related entities) debt service payments.

SUCCESSOR AGENCY FUNDS

SUCCESSOR AGENCY

As part of the FY 2011-12 State budget package, the California Legislature enacted and the Governor signed two companion bills addressing redevelopment, AB x 126 (“Dissolution Act”) and AB x 127 (“Voluntary Program Act”), which took effect on June 29, 2011. On July 18, 2011, the California Redevelopment Association, the League of California Cities, and others filed a Petition for Writ of Mandate in the Supreme Court of the State of California (*California Redevelopment Association, et al. v. Ana Matosantos, et al.*), challenging the constitutionality of the companion bills, the Dissolution Act and the Voluntary Program Act, on behalf of cities, counties and redevelopment agencies, and requesting a stay of their enforcement. A partial stay of enforcement of the companion bills was granted by the California Supreme Court, which prohibited Redevelopment Agencies from taking on any new obligations or engaging in any redevelopment activities (other than meeting prior enforceable obligations) on or after the effective date of the companion bills.

On December 29, 2011, the California Supreme Court issued its decision in *California Redevelopment Association, et al. v. Ana Matosantos, et al.* in which AB x 126 was upheld, and AB x 127 was struck down. This action resulted in the dissolution of redevelopment agencies effective February 1, 2012.

On January 23, 2012, the City Council adopted Resolution No. 15141, which determined the City would serve as the Successor Agency to the Redevelopment Agency of Redwood City and elect to retain the housing assets and functions previously held and performed by the Redevelopment Agency of Redwood City. The following pages contain the budget for the Successor Agency.

The Dissolution Act requires the Successor Agency to submit its annual budget to the Countywide Oversight Board for approval prior to submission to the State. The Countywide Oversight Board approved the FY 2021-budget at their meeting on January 11 2021. The budget is submitted both to the County Auditor-Controller and the State Department of Finance through the required Recognized Obligation Payment Schedule (ROPS).

TAX ALLOCATION BONDS, SERIES 2003A

In October 2003, the former Redevelopment Agency issued \$33,997,448 in bonds to finance various downtown improvements including restoration of the historic courthouse and creation of a public plaza. These bonds consist of current coupon bonds and capital appreciation bonds. The coupon bonds pay interest-only through January 15, 2010. Payments reflecting interest and principal on the capital appreciation bonds are due in annual installments of \$3,505,000 to \$3,510,000 through July 15, 2032. Total principal remaining on the bonds is \$13,059,452.

Payments are made from property tax increment generated by the former Redevelopment Agency Fund. Bonds are special obligation of the Successor Agency and are secured by a Pledge of Tax revenues derived

FIDUCIARY FUNDS

from the Project Area, as defined within the Official Statement. The Bonds are not a debt of the City, the State, or any of its political subdivisions other than the Successor Agency. The bonds do not constitute indebtedness within the meaning of any constitutional or statutory debt limit or restriction.

BUDGET FOR THE SUCCESSOR AGENCY

The budget for activities of the Successor Agency governs the winding down of the former Redevelopment Agency.

	ACTUAL 2019-20	ADJUSTED BUDGET 2020-21	ADOPTED BUDGET 2021-22
	<u> </u>	<u> </u>	<u> </u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	102,405	154,550	41,150
Supplies and Services	2,330,274	3,536,080	3,536,512
Internal Services	1,207	19,484	20,955
Capital Allocations	-	-	-
Total	\$ 2,433,886	\$ 3,710,124	\$ 3,598,617
BUDGET BY CATEGORIES OF REVENUES			
Successor Agency	\$ 2,433,886	\$ 3,710,124	\$ 3,598,617

FIDUCIARY FUNDS

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PORT OF REDWOOD CITY

PORT OF REDWOOD CITY



ECONOMIC DEVELOPMENT
AGENCY

INTERNATIONAL TRADE

LAND-USE MANAGEMENT

MARITIME COMMERCE

PORT OPERATIONS

PUBLIC RECREATION &
WATERFRONT

PUBLIC SAFETY
INFRASTRUCTURE



PORT OF REDWOOD CITY

DEPARTMENT DESCRIPTION

The Port of Redwood City, founded by City Charter in 1937, is a department of the City of Redwood City. A five-member Board of Port Commissioners, appointed by the City Council, governs the Port and is assigned control and management of the Port, including the right to adopt and enforce ordinances, orders, regulations, and practices for proper administration as necessary for the management and governance of the Port and its facilities. The City oversees the Port as a financially self-sufficient enterprise department without any General Fund support. The finances of the Port are maintained as a separate budget of the City and support City services through an annual subvention payment to the City based upon the Port's annual revenues. The Port is the only deep-water port in South San Francisco Bay and is strategically located in the growing economic region of Silicon Valley. The Port has been designated by the federal government as the only South San Francisco Bay federal staging area for the deployment of regional first responders and emergency resources. The Port values public safety and works diligently to safeguard the region and its emergency resilience.

MAJOR ACCOMPLISHMENTS

- Generated \$8.7 million in revenue for FY 2020-21 by moving 2.1 million metric tons of cargo across Port docks.
- Received awards of \$1.55 million in federal funds as part of the Port Security Grant Program from the Department of Homeland Security for enhanced security infrastructure and waterside facilities for City fire and police.
- Finalized market valuation of commercial recreation assets to advance new redevelopment opportunities along the marina waterfront.
- Implemented a new cost recovery policy to reduce Port operational overhead.
- Secured a new commercial fishing tenant, Pioneer Seafoods, providing fresh fish sales and food truck, socially distanced waterfront activation and a new Port use.
- Launched a new events series in collaboration with the City of Redwood City Parks & Recreation Department, including drive-in movies, Zoppe Circus, and other socially distanced programs along the marina promenade, welcoming the public to explore the waterfront.
- Accepted the feasibility and economic impact analysis for future ferry service in partnership with the City of Redwood City and the Water Emergency Transportation Authority (WETA).
- Funded \$592K for City services – \$525K in subvention (general fund revenue) used for citywide services and \$67K in City contract services to the Port.



PORT OF REDWOOD CITY

GOALS FY 2021-22

In light of the worldwide impacts associated with COVID-19, the Port has been active behind the scenes planning for a post-pandemic future. While we have continued to see cargo operations fueling our region's essential construction activities, our local waterfront has lost many of its visitors. Children laughing, rowing coaches' cadences, and people enjoying the water have all diminished for the time being, and the quiet of the waterfront is broken occasionally by the sounds of ships and industry, interlaced with the sounds of flocking geese along our shorelines. The Port, however, has been diligently working to welcome our residents back to the shores by preparing for when our community can safely return to recreational uses. We have added an "ocean to table" commercial fisherman who sells to the public at the marina wharf.



As the pandemic lessens its hold on outdoor recreation, the Port's recreational partners and tenants are slowly re-opening to the public, with sailing, paddle boarding, kayaking, races and regattas returning to the Port this summer or later in the year if public health metrics continue to improve.

The Port's overarching Goals for FY 2021-22 include:

- Issue request for information/request for proposals to activate and redevelop our marina waterfront with more destination type uses and increase Port revenue.
- Rebuild the public fishing pier with a total cost of approximately \$2.1M.
- Perform berth dredging for cargo vessels with a total cost of approximately \$2M.
- Construct new Interagency Operations Center with total project cost of approximately \$1M.
- Advance engineering/construction for new RWCPD/FD jet dock with total project cost of approximately \$2.5M.
- Sponsor U.S. Army Corps of Engineers channel maintenance dredging project of \$8.46M appropriated in federal funding.
- Continue public waterfront activation events in partnership with the City of Redwood City and launch new community event permitting, tours, gathering spaces, and programs on Port waterfront.
- Maintain and grow existing cargo tonnage as part of post-pandemic economic recovery.
- Host annual public safety emergency drill and exercise with the City of Redwood City and other regional first responder agencies.

PORT OF REDWOOD CITY



PORT OF REDWOOD CITY

Serving Silicon Valley

Port Commissioners
Richard S. Claire
Richard "Dick" Dodge
R. Simms Duncan
Ralph A. Garcia, Jr.
Lorianna Kastrop

May 26, 2021

Honorable Mayor Howard
City of Redwood City and City Council Members
1017 Middlefield Road
Redwood City, CA 94061

Subject: FY2021-22 Port Budget and Relevant Data

Dear Mayor Howard and City Council Members:

The Port of Redwood City (Port) annually prepares its Operating and Capital Budget (Port Budget) for the upcoming fiscal year, which spans from July 1 – June 30. On May 26, 2021, the Board of Port Commissioners reviewed the FY2021-22 Port Budget at its regular meeting and thereby introduced a Budget Ordinance. A second reading of the Budget Ordinance is anticipated to be considered on June 9, 2021. Enclosed herewith is a copy of the Executive Summary of the FY2021-22 Port Budget.

The FY2021-22 Port Budget reflects \$9.5 million in Operating Revenue, of which Maritime Operations will generate \$7.0 million, or 74%, of the total operating revenue. This \$7.0 million includes rentals/leases and 2.2 million metric tons of cargo that will be transported through the Port. The remaining \$2.5 million of the operating revenue will be from Recreational Boating (\$600,000) and Commercial Rentals/Leases, which is slightly over \$1.8 million.

The budget data also includes \$8.1 million in Total Operating Expenses; approximately 80% is attributable to operations and 20% to administration – leaving an Operating Income of \$1.3 million. The Non-operating Expenses will further reduce the Operating Income by interest payments on the Port's 2012 and 2015 Series Revenue Bonds and Subvention payment to the City of Redwood City, resulting in an anticipated Net Income of \$0.6 million. The Net Income is lower for this fiscal year, due to the Port's berth dredging, of approximately \$2.0 million, which occurs every 2-3 years as a non-capitalized expenditure.

The FY2021-22 Port Budget also includes Capital Improvement Program (CIP) of \$2.5 million. The major project for FY2021-22 will be to replace Public Fishing Pier later this summer.

Respectfully,

Kristine A. Zortman
Executive Director

Encl: Executive Summary of FY2021-22 Port Budget

CC: City Manager, ACM of Administrative Services, City Clerk
Port Commissioners, Port Director of Finance & Administration

675 Seaport Boulevard, Redwood City, CA 94063 | 650-306-4150 | info@redwoodcityport.com

PORT OF REDWOOD CITY

Executive Summary
PORT OF REDWOOD CITY FY2021-22 BUDGET
COMPARATIVE STATEMENTS OF ACTIVITIES

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET	Favorable (Unfavorable) From FY2020 Forecast	%
OPERATING REVENUES							
Dockage:	\$ 856,569	\$ 693,291	\$ 759,399	\$ 667,500	\$ 794,179	\$ 126,679	19%
Line Handling:	742,049	588,072	599,095	611,730	642,735	31,005	5%
Wharfage:	2,791,698	2,387,018	2,318,706	2,378,173	2,603,890	225,717	9%
Facilities Usage:	431,216	361,107	370,288	339,256	395,200	55,944	16%
Services & Misc (Water usage):	35,399	28,153	24,000	23,797	25,500	1,703	7%
Rental - Maritime:	2,316,047	2,468,149	2,557,305	2,528,429	2,576,687	48,258	2%
Sub-Total Marine Terminal:	7,172,978	6,525,790	6,628,793	6,548,885	7,038,191	489,306	7%
Marina - Berth Rental:	510,526	494,425	554,400	545,970	558,460	12,490	2%
Launch Ramp:	3,981	6,069	4,800	6,934	7,000	66	1%
Dry Boat Storage:	49,412	51,264	52,524	52,524	53,574	1,050	2%
Sub-Total Recreational Boating:	575,719	568,558	611,724	605,428	619,034	13,606	2%
Rental - Commercial:	966,990	992,053	995,041	991,808	1,009,933	18,125	2%
Rental - Temporary:	515,406	571,430	672,444	719,775	745,678	25,903	4%
Sub-Total Commercial:	1,482,396	1,563,483	1,667,485	1,711,583	1,755,610	44,027	3%
Sewer Capacity:	21,052	21,142	36,560	23,973	27,960	3,987	17%
Security Fees (Rovering charges):	83,400	82,950	82,800	84,100	84,900	800	1%
Sub-Total Other Operating Rev:	104,452	104,092	119,360	108,073	112,860	4,787	4%
TOTAL OPERATING REVENUES:	9,335,545	8,761,923	9,027,362	8,973,969	9,525,695	551,726	6%
OPERATING EXPENSES							
Marine Terminal:	3,528,247	2,169,394	2,146,230	2,490,312	4,217,813	(1,727,501)	-69%
Recreation Boating:	573,926	597,908	608,332	604,802	617,890	(13,088)	-2%
Commercial:	263,858	328,474	349,937	314,688	382,759	(68,071)	-22%
Infrastructure:	723,769	827,458	798,304	773,741	880,978	(107,237)	-14%
General Maintenance:	245,173	270,055	270,632	342,351	374,485	(32,134)	-9%
Sub-Total Operating Expenses:	5,334,973	4,193,289	4,173,435	4,525,894	6,473,926	(1,948,032)	-43%
ADMINISTRATIVE EXPENSES							
Salaries & Benefits:	962,762	1,052,247	970,254	1,003,028	957,008	46,020	5%
Office & Admin Expenses:	147,457	149,896	154,642	156,570	173,685	(17,115)	-11%
Professional Services:	292,512	288,818	336,800	238,852	281,800	(42,948)	-18%
Promotion & Marketing:	224,208	239,172	245,800	139,805	231,000	(91,195)	-65%
Depreciation (Office Only):	4,430	7,224	26,019	25,628	26,019	(391)	-2%
Sub-Total Administrative Exp:	1,631,369	1,737,357	1,733,515	1,563,883	1,669,512	(105,629)	-7%
TOTAL OPERATING EXPENSES:	6,966,342	5,930,646	5,906,950	6,089,777	8,143,438	(2,053,661)	-34%
OPERATING INCOME:	2,369,203	2,831,277	3,120,412	2,884,192	1,382,257	(1,501,935)	-52%
NON-OPERATING REVENUES (EXPENSES)							
Interest Income:	305,026	292,088	312,000	93,231	78,500	(14,731)	-16%
Interest Expense:	(538,926)	(510,405)	(479,786)	(479,786)	(447,099)	32,687	7%
Other Income (Expense):	77,793	111,729	100,650	121,801	163,888	42,087	35%
Total Non-Operating Expenses:	(156,107)	(106,588)	(67,136)	(264,754)	(204,711)	60,043	23%
NET INCOME BEFORE SUBVENTION:	2,213,096	2,724,689	3,053,276	2,619,438	1,177,546	(1,441,892)	-55%
Subvention to City of Redwood City:	(560,132)	(525,715)	(541,642)	(538,438)	(571,542)	(33,104)	6%
NET INCOME AFTER SUBVENTION:	\$ 1,652,964	\$ 2,198,974	\$ 2,511,634	\$ 2,081,000	\$ 606,004	\$ (1,474,995)	-71%

PORT OF REDWOOD CITY

Executive Summary
PORT OF REDWOOD CITY
FY2022 BUDGET
STATEMENTS OF CASH FLOWS

	<u>Fy2022</u>
Operating Income:	\$ 1,382,257
Plus: Interest Income:	78,500
Plus: Other Non-Operating Income:	163,888
Less: Subvention:	(571,542)
Less: Debt Service:	
2012 Bonds	(742,294)
2015 Bonds	<u>(606,538)</u>
	(1,348,832)
Plus: Depreciation:	1,734,894
Less: Capital Improvement Program (CIP):	(2,450,000)
Net Cash Flow:	<u>\$ (1,010,835)</u>

PORT OF REDWOOD CITY

Executive Summary
PORT OF REDWOOD CITY
FY2022 BUDGET
CAPITAL IMPROVEMENT PROGRAM (CIP)

DESCRIPTION	COST
Public Fishing Pier:	\$ 2,000,000
Marina Parking Lot:	40,000
Emergency Operations Center (EOC):	11,250
Utility Vehicle:	30,000
Marina Improvements:	48,750
Improvement to Sewer-Lift :	10,000
Electrical for Guard Shed:	10,000
Rail-Spur Improvements:	300,000
	<u>\$ 2,450,000</u>

PORT OF REDWOOD CITY

Executive Summary
PORT OF REDWOOD CITY
FY2022 BUDGET
COMPARATIVE STATISTICS

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2021 FORECAST	FY2022 BUDGET
<u>MARINE TERMINAL</u>					
OPERATING REVENUE:	\$ 7,172,978	\$ 6,525,790	\$ 6,628,793	\$ 6,548,885	\$ 7,038,191
OPERATING EXPENSE:	3,528,247	2,169,394	2,146,230	2,490,312	4,217,813
GROSS PROFIT:	3,644,731	4,356,396	4,482,563	4,058,573	2,820,377
GROSS MARGIN:	50.8%	66.8%	67.6%	62.0%	40.1%
<u>RECREATIONAL BOATING</u>					
OPERATING REVENUE:	575,719	568,558	611,724	605,428	619,034
OPERATING EXPENSE:	573,926	597,908	608,332	604,802	617,890
GROSS PROFIT:	1,793	(29,350)	3,392	626	1,144
GROSS MARGIN:	0.3%	-5.2%	0.6%	0.1%	0.2%
<u>COMMERCIAL</u>					
OPERATING REVENUE:	1,586,848	1,667,575	1,786,845	1,819,656	1,868,470
OPERATING EXPENSE:	263,858	328,474	349,937	314,688	382,759
GROSS PROFIT:	1,322,990	1,339,101	1,436,908	1,504,968	1,485,711
GROSS MARGIN:	83.4%	80.3%	80.4%	82.7%	79.5%
<u>OPERATIONS ONLY (NO ADMIN)</u>					
OPERATING REVENUE:	9,335,545	8,761,923	9,027,362	8,973,969	9,525,695
OPERATING EXPENSE:	5,334,973	4,193,289	4,173,435	4,525,894	6,473,926
GROSS PROFIT:	4,000,572	4,568,634	4,853,927	4,448,075	3,051,769
GROSS MARGIN:	42.9%	52.1%	53.8%	49.6%	32.0%
<u>OPERATING INCOME TO OPERATING REVENUE</u>					
TOTAL OPERATING INCOME:	2,369,203	2,831,277	3,120,412	2,884,192	1,382,257
TOTAL OPERATING REVENUE:	9,335,545	8,761,923	9,027,362	8,973,969	9,525,695
ATIO OF OPS INCOME TO OPS REVENUE:	25.4%	32.3%	34.6%	32.1%	14.5%
<u>NET INCOME TO OPERATING INCOME</u>					
NET INCOME BEFORE SUBVENTION:	2,213,096	2,724,689	3,053,276	2,619,438	1,177,546
OPERATING REVENUE:	9,335,545	8,761,923	9,027,362	8,973,969	9,525,695
ATIO OF NET INCOME TO OPS REVENUE:	23.7%	31.1%	33.8%	29.2%	12.4%
<u>ADMINISTRATIVE EXPENSE TO OPERATING EXPENSE</u>					
ADMINISTRATIVE EXPENSE:	1,631,369	1,737,357	1,733,515	1,563,883	1,669,512
TOTAL OPERATING EXPENSES:	6,966,342	5,930,646	5,906,950	6,089,777	8,143,438
RATIO OF ADMIN EXP TO OPS EXP:	23.4%	29.3%	29.3%	25.7%	20.5%

PORT OF REDWOOD CITY

Executive Summary
PORT OF REDWOOD CITY
FY2022 BUDGET
COMPARATIVE TONNAGE

	<u>FY2019</u> <u>ACTUAL</u> Metric ton	<u>FY2020</u> <u>ACTUAL</u> Metric ton	<u>FY2021</u> <u>BUDGET</u> Metric ton	<u>FY2021</u> <u>FORECAST</u> Metric ton	<u>FY2022</u> <u>BUDGET</u> Metric ton
CEMENT:	40,736	53,588	64,000	73,440	72,000
IMPORTED SAND:	1,976,445	1,555,768	1,440,000	1,508,210	1,620,000
DOMESTIC SAND (Dredged):	-	-	-	-	-
GYPSUM:	240,047	210,543	204,800	200,356	230,000
BAUXITE:	92,579	90,782	73,600	34,660	82,000
SCRAP METAL:	309,740	201,184	206,400	223,334	220,000
LIMESTONE:	-	-	-	-	-
OTHER - SLAG:	-	-	-	-	-
	<u>2,659,547</u>	<u>2,111,865</u>	<u>1,988,800</u>	<u>2,040,000</u>	<u>2,224,000</u>

Fy2021-22 vs Fy2020-21 (FORECAST): 184,000 9.0%

Fy2021-22 vs Fy2020-21 (BUDGET): 235,200 11.8%

PORT OF REDWOOD CITY

Executive Summary
PORT OF REDWOOD CITY
FY2022 BUDGET
TONNAGE BY COMMODITY

<u>CUSTOMER</u>	<u>COMMODITY</u>	<u>IMPORTS</u>	<u>EXPORTS</u>	<u>TOTAL</u>	<u>No. of Vessels</u>
Cemex (HS&G)	Imported Sand:	1,620,000		<u>1,620,000</u>	40
Cemex (HS&G)	Dredged Sand:	-		<u>-</u>	0 <i>Barges</i>
Cemex	Cement:	72,000		<u>72,000</u>	4
Pabco	Gypsum:	230,000		<u>230,000</u>	8
Simsmetal	Scrap:		220,000	<u>220,000</u>	11
International Materials Inc.	Bauxite:	82,000		<u>82,000</u>	4
TOTAL TONNAGE (metric):		<u>2,004,000</u>	<u>220,000</u>	<u>2,224,000</u>	<u>67</u>

	NUMBER OF VESSELS				
	<u>FY2019 ACTUAL</u>	<u>FY2020 ACTUAL</u>	<u>FY2021 BUDGET</u>	<u>FY2021 FORECAST</u>	<u>FY2022 BUDGET</u>
CARGO VESSELS:	78	78	76	67	67
BARGES:	41	41	48	30	40
PESSSENGER VESSELS:	4	4	0	2	0
TOTAL VESSELS:	<u>123</u>	<u>123</u>	<u>124</u>	<u>99</u>	<u>107</u>

PORT OF REDWOOD CITY

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FY 2021-22
CAPITAL IMPROVEMENT
PROGRAM

CAPITAL IMPROVEMENT PROGRAM

FY 2021-22 CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET

SUMMARY

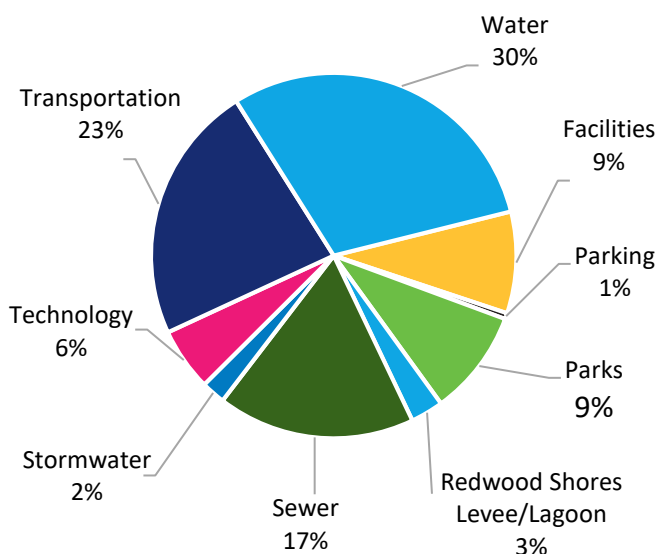
The total Fiscal Year 2021-22 Capital Improvement Program (CIP) budget is \$31.3 million. This budget includes 47 projects with funding of \$28.3 million plus dedicated staffing resources equal to 28 full-time equivalent (FTE) positions at \$3.0 million.

Funding for capital projects typically derives from many sources, with the Utility Users' Tax (UUT) the primary revenue source utilized for capital improvement projects. Most other funding sources are restricted to certain purposes and, in some cases, must be spent within a prescribed period. Dedicated revenue sources include park impact and park in-lieu fee funds; water capital projects and sewer capital project funds; transportation grants; traffic mitigation fees fund and Gas Tax revenues.

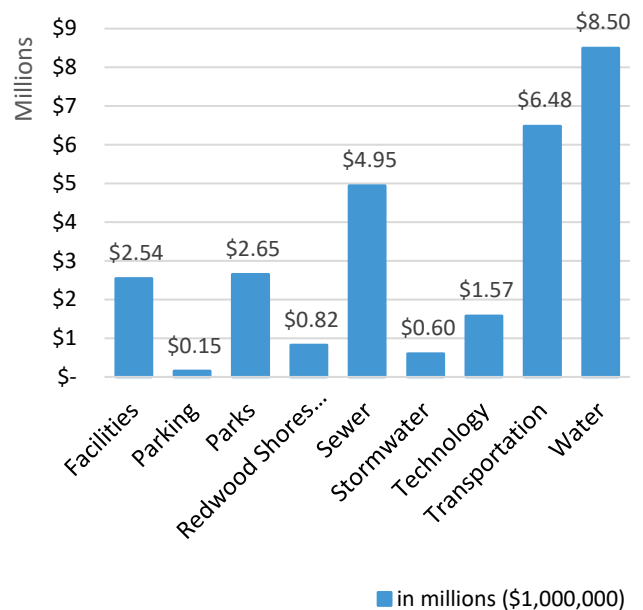
FUNCTIONAL AREA FUNDING

In order to promote a better understanding of the CIP program, proposed projects have been grouped into functional not including administration. The figures below provide a breakdown of \$28.3 million in FY 2021-22 project funding by functional area.

CIP Funding by Functional Area



CIP Funding by Functional Area



CAPITAL IMPROVEMENT PROGRAM

FUNCTIONAL AREA DESCRIPTIONS

A description of functional areas is listed below. The projects in each functional area support the City Council’s Strategic Plan by developing and supporting effective transportation infrastructure; protecting and promoting the well-being and safety of our residents, businesses and visitors; supporting programs that benefit the City’s residents; providing support to the management of City operations; and building a strong community. The nine functional areas contain the City’s Fiscal Year 2021-22 project budget of \$29.5 million. These functional areas do not include staffing resources of \$3 million but are included in the total \$32.5 million CIP budget.

Functional Area	Description	FY 2021-22 Funding
Facilities	Repair and improvements to the City’s 17 facilities, including 5 fire stations, 4 libraries, City Hall, police building, and community centers.	\$ 2,543,000
Parking	Citywide vehicle parking management.	\$ 150,000
Parks	Investments in more than 30 parks throughout the City as well as park amenities such as playgrounds, tennis courts, and play fields.	\$ 2,650,000
Redwood Shores Levee/Lagoon	Infrastructure improvements in Redwood Shores.	\$820,000
Sewer	Upkeep of the City’s sanitary sewer collection system, including over 200 miles of pipe and 31 pump stations.	\$ 4,945,000
Stormwater	Management of the City’s stormwater infrastructure including 14 miles of creeks, over 100 miles of storm drainpipes, and 22 pump stations.	\$ 600,000
Technology	Projects that focus on implementation of technology to improve government operations.	\$ 1,574,464
Transportation	Investments to the City’s transportation infrastructure including roads, sidewalks, traffic safety, traffic signals, and more.	\$ 6,482,674
Water	Support for our City’s potable and recycled water infrastructure. Ongoing maintenance projects for the City’s 13 square mile service area. Our potable water distribution system is comprised of 262 miles of distribution mains, 10 pumps stations, 2,385 fire hydrants, and 26 pressure reducing valve stations.	\$ 8,500,000
TOTAL		\$28,265,138

CAPITAL IMPROVEMENT PROGRAM

PROJECTS BY FUNCTIONAL AREA

Projects are grouped by different functional areas. Of the projects with recommended FY 2021-22 funding, the data below provides information on the funding source, the project's previously approved funding, estimated expenditures through the end of Fiscal Year 2021-22, the fund carryover to Fiscal Year 2021-22, and the recommended Fiscal Year 2021-22 funding.

Projects by Functional Area – Facilities

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Fair Oaks Community Center Facilities Upgrade & Improvements	256 CDBG Fund	\$0	\$0	\$0	\$418,000
Fire Station 9 Emergency Power Resiliency	357 Capital Outlay Fund	\$0	\$0	\$0	\$500,000
Library Automation Replacements	357 Capital Outlay Fund	\$266,299	\$158,602	\$104,148	\$400,000
Roof Replacement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$500,000
Tenant Improvement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$725,000
TOTAL					\$2,453,000

**Ongoing –funding over different projects and multiple years.*

Projects by Functional Area – Parking

Parking	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Parking Meter Modern Upgrade	681 Parking District Fund	\$0	\$0	\$0	\$150,000
TOTAL					\$150,000

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Parks

Parks	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Basketball Court at Red Morton	358 Parks Impact Fees	\$0	\$0	\$0	\$200,000
Bayfront Park (Maple Street)	358 Parks Impact Fees	\$0	\$0	\$0	\$50,000
Hoover Pool Conversion Project	358 Parks Impact Fees	\$0	\$0	\$0	\$500,000
National Fitness Campaign	358 Parks Impact Fees	\$0	\$0	\$0	\$100,000
National Guard Armory	357 Capital Outlay Fund	\$592,900	\$590,560	\$6,040	\$250,000
Park Concrete Pathway Replacement	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$100,000
Pickleball Courts	358 Parks Impact Fees	\$0	\$0	\$0	\$200,000
Play Equipment Replacement Fund	358 Parks Impact Fees	Ongoing	Ongoing	Ongoing	\$250,000
Public Art	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$100,000
Synthetic Turf Replacement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$900,000
TOTAL					\$2,650,000

**Ongoing –funding over different projects and multiple years.*

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Redwood Shores Levee/Lagoon

Redwood Shores Levee/Lagoon	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Boardwalk Dredging	216 Redwood Shores Maintenance Fund	\$0	\$0	\$0	\$70,000
Redwood Shores Lagoon Circulation	216 Redwood Shores Maintenance Fund	\$0	\$0	\$0	\$300,000
Redwood Shores Levee FEMA Compliance Startup	216 Redwood Shores Maintenance Fund	\$0	\$0	\$0	\$450,000
TOTAL					\$820,000

**Ongoing –funding over different projects and multiple years.*

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Sewer

Sewer	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Collection System Replacement Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$2,800,000
Pump and Controls Replacement Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$80,000
Redwood Shores Isolation Valve Installation	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$85,000
Sequoia Station Groundwater Mitigation	689 Sewer Capital Projects	\$2,325,000	\$1,923,954	\$1,676,261	\$780,000
Sewer Inflow and Infiltration	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$100,000
Sewer Pump Station Rehabilitation Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$1,100,000
Collection System Replacement Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$2,800,000
TOTAL					\$4,945,000

**Ongoing –funding over different projects and multiple years.*

Projects by Functional Area – Stormwater

Stormwater	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Bayfront Canal and Cordilleras Creek Annual Maintenance	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$100,000
Storm Drain -Creeks and Channels	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$500,000
TOTAL					\$600,000

**Ongoing –funding over different projects and multiple years.*

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Technology

Technology	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Finance & Human Resources Software	686 Water Capital Projects	\$1,150,246	\$2,282,306	\$99,568	\$74,550
Finance & Human Resources Software	689 Sewer Capital Projects	\$1,100,093	\$2,270,196	\$105,496	\$74,550
Finance & Human Resources Software	357 Capital Outlay Fund	\$4,393,024	\$7,494,175	\$318,066	\$656,364
Geographic Information System (GIS) /Computer Aided Design (CAD) Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$165,000
Technology Infrastructure & Application Support	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$604,000
TOTAL					\$1,574,464

**Ongoing –funding over different projects and multiple years.*

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Transportation

Transportation	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Active Transportation Corridor Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$300,000
Emergency Vehicle Traffic Signal Pre-emption	262 Transportation Fund	\$100,000	\$0	\$100,000	\$100,000
Hopkins Traffic Calming Safety Project	278 Measure W	\$0	\$0	\$0	\$600,000
Hopkins Traffic Calming Safety Project	264 Transportation Grants	\$0	\$0	\$0	\$1,600,000
Hopkins Traffic Calming Safety Project	357 Capital Outlay Fund	\$575,000	\$267,954	\$463,888	
Light Emitting Diode (LED) Street Light Project	357 Capital Outlay Fund	\$1,959,763	\$2,015,628	\$342,998	\$200,000
Sidewalk Curb and Gutter Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$100,000
Sidewalk Inspection and Repair Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$266,674
Traffic Calming	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$500,000
Traffic Safety Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$500,000

**Ongoing –funding over different projects and multiple years.*

Transportation functional area continues the following page.

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Transportation (continued)

Transportation (continued)	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Traffic Signal Replacement Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$500,000
Traffic Signal Replacement Program	285 Traffic Mitigation Fees	Ongoing	Ongoing	Ongoing	\$1,316,000
Transportation Planning	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$500,000
TOTAL					\$6,482,674

**Ongoing –funding over different projects and multiple years.*

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Water

Water	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Distribution System Replacement Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$3,000,000
Distribution System Zone Metering	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$250,000
Downtown Recycled Water Distribution Phase 2C Extension	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$1,500,000
Main City Recycled Water Tank and Pump Station	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$2,000,000
Pump Station And Tank Rehabilitation	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$500,000
Water System Seismic Improvement Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$1,250,000
TOTAL					\$8,500,000

**Ongoing –funding over different projects and multiple years.*

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST BY FUNDING SOURCE

The following provides a summary of the recommended Fiscal Year 2021-22 Capital Improvement Program funding by funding source. Funding sources may each have their own conditions for use. A short description of these funds is provided. Refer to the City's Fiscal Year 2021-22 Budget for a full fund description.

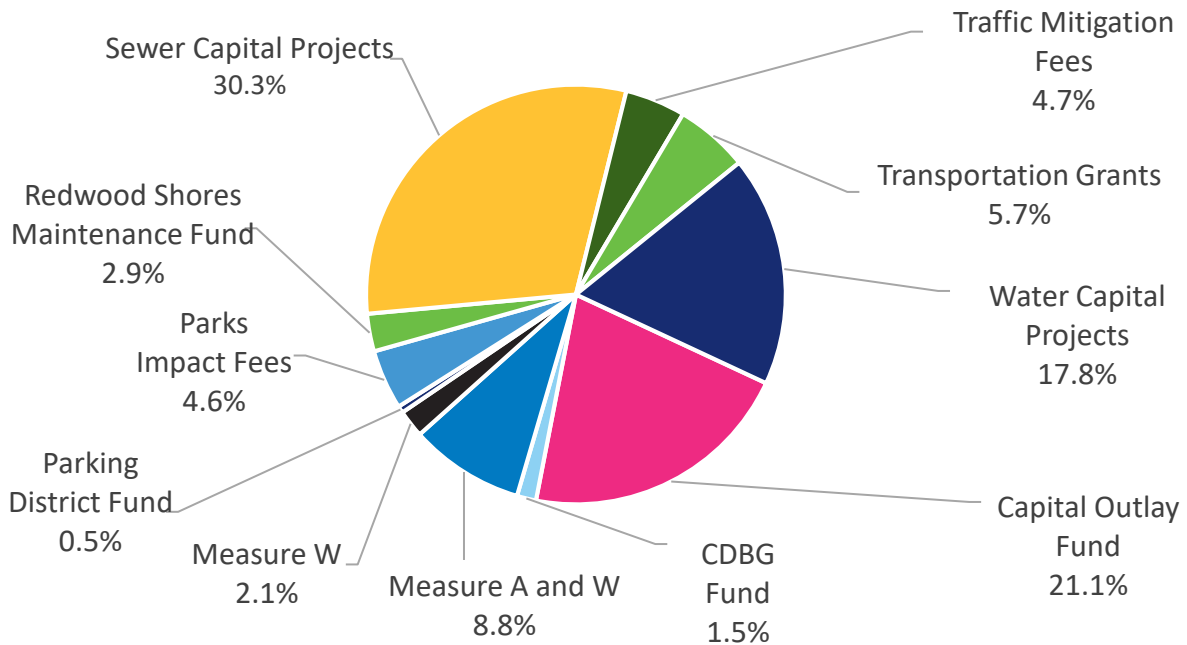
Funding Source	Fund Description	FY 2021-22 Allocations
216 Redwood Shores Maintenance District	Maintenance district for the Redwood Shores neighborhood.	\$ 820,000
256 Community Development Block Grant	State of California Community Development Block Grant funds to benefit low- and moderate-income persons.	\$ 418,000
262 Transportation Fund	City's share of Countywide Measure A half-cent sales tax for transportation expenditures.	\$ 2,500,000
277 Special Gas Tax (Senate Bill 1)	State of California gasoline tax funds for street-related capital improvement projects.	\$ 1,600,000
278 Measure W	Fees collected from collected by SamTrans and remitted to local agencies for highway projects, local street repair, grade separations for Caltrain tracks, expanded bicycle and pedestrian facilities, and improved transit connections.	\$ 600,000
285 Traffic Mitigation Fees	Fees collected from property taxes to mitigate traffic associated with new development.	\$ 1,316,000
357 Capital Outlay Fund (Utility Users Tax)	A General Fund revenue created for accounting purposes and spent only on capital improvement projects, by Council direction.	\$ 5,967,038
358 Parks Impact Fees	Fees from developers for park improvements.	\$ 1,300,000
681 Parking Operations	Enterprise funds for on-street and off-street parking operations.	\$ 150,000
686 Water	Enterprise funds for the administration, operations, maintenance, capital improvements, financing, and billing/collections of the water pumping and distribution system.	\$ 8,574,550
689 Sewer	Enterprise funds for the administration, operations, maintenance, capital improvements, financing, and billing/collections of the sewer transport lines and pumping stations.	\$ 5,019,550
Total		\$ 28,265,138

CAPITAL IMPROVEMENT PROGRAM

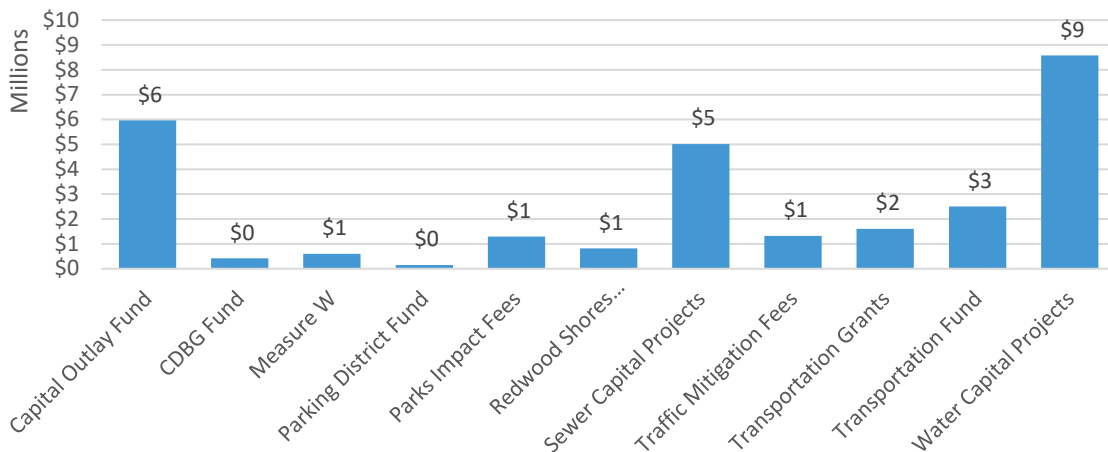
FUNDING SOURCE

The Capital Improvement Program uses a variety of funding sources to support projects. Fiscal Year 2021-22 projects draw upon twelve funding sources for a total project budget of \$28.3 million. Names of projects from each funding source and the FY 2021-22 funding is provided in the charts that follow. Staffing resources of \$3 million are added for a total \$31.3 million CIP budget. The staffing resources come from the Capital Outlay Fund and is not included in the totals below.

CIP Funding by Funding Source



CIP Funding by Funding Source



CAPITAL IMPROVEMENT PROGRAM

Projects by Fund 216 – Redwood Shores Maintenance Fund

216 Redwood Shores Maintenance Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Boardwalk Dredging	Redwood Shores Levee/Lagoon	\$0	\$0	\$0	\$70,000
Redwood Shores Lagoon Circulation	Redwood Shores Levee/Lagoon	\$0	\$0	\$0	\$300,000
Redwood Shores Levee FEMA Compliance Startup	Redwood Shores Levee/Lagoon	\$0	\$0	\$0	\$450,000
TOTAL					\$820,000

Projects by Fund 256 – Community Development Block Grant

256 CDBG	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Fair Oaks Community Center Facilities Upgrade & Improvements	Facilities	\$0	\$0	\$0	\$418,000
TOTAL					\$418,000

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 262 Transportation Fund

262 Transportation Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Active Transportation Corridor Program	Transportation	Ongoing	Ongoing	Ongoing	\$300,000
Emergency Vehicle Traffic Signal Pre-emption	Transportation	\$100,000	\$0	\$100,000	\$100,000
Sidewalk Curb and Gutter Program	Transportation	Ongoing	Ongoing	Ongoing	\$100,000
Traffic Calming	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
Traffic Safety Program	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
Traffic Signal Replacement Program	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
Transportation Planning	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
Active Transportation Corridor Program	Transportation	Ongoing	Ongoing	Ongoing	\$300,000
TOTAL					\$2,500,000

**Ongoing –funding over different projects and multiple years.*

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 264 Transportation Grant

264 Transportation Grant	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Hopkins Traffic Calming Safety Project	Transportation	\$0	\$0	\$0	\$1,600,000
TOTAL					\$1,600,000

**Ongoing –funding over different projects and multiple years.*

Projects by Fund – 278 Measure W

278 Measure W	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Hopkins Traffic Calming Safety Project	Transportation	\$0	\$0	\$0	\$600,000
TOTAL					\$600,000

Projects by Fund – 285 Traffic Mitigation Fees

285 Traffic Mitigation Fees	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Traffic Signal Replacement Program	Transportation	Ongoing	Ongoing	Ongoing	\$1,316,000
TOTAL					\$1,316,000

**Ongoing –funding over different projects and multiple years.*

**Varies –total funding provides for multiple years of projects.*

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 357 Capital Outlay Fund

357 Capital Outlay Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Bayfront Canal and Cordilleras Creek Annual Maintenance	Stormwater	Ongoing	Ongoing	Ongoing	\$100,000
Finance & Human Resources Software	Technology	\$4,393,024	\$7,494,175	\$318,066	\$656,364
Fire Station 9 Emergency Power Resiliency	Facilities	\$0	\$0	\$0	\$500,000
Geographic Information System (GIS) /Computer Aided Design (CAD) Program	Technology	Ongoing	Ongoing	Ongoing	\$165,000
Library Automation Replacements	Facilities	\$266,299	\$158,602	\$104,148	\$400,000
Light Emitting Diode (LED) Street Light Project	Transportation	\$1,959,763	\$2,015,628	\$342,998	\$200,000
National Guard Armory	Parks	\$592,900	\$590,560	\$6,040	\$250,000
Park Concrete Pathway Replacement	Parks	Ongoing	Ongoing	Ongoing	\$100,000
Public Art	Parks	Ongoing	Ongoing	Ongoing	\$100,000
Roof Replacement Program	Facilities	Ongoing	Ongoing	Ongoing	\$500,000
Sidewalk Inspection and Repair Program	Transportation	Ongoing	Ongoing	Ongoing	\$266,674
Storm Drain -Creeks and Channels	Stormwater	Ongoing	Ongoing	Ongoing	\$500,000

**Ongoing –funding over different projects and multiple years.*

357 Capital Outlay Fund continues on the following page

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 357 Capital Outlay Fund (continued)

357 Capital Outlay Fund (continued)	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Synthetic Turf Replacement Program	Parks	Ongoing	Ongoing	Ongoing	\$900,000
Technology Infrastructure & Application Support	Technology	Ongoing	Ongoing	Ongoing	\$604,000
Tenant Improvement Program	Facilities	Ongoing	Ongoing	Ongoing	\$725,000
TOTAL					\$5,967,038

**Ongoing –funding over different projects and multiple years.*

Projects by Fund – 358 Parks Impact Fees

358 Parks Impact Fees	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Basketball Court at Red Morton	Parks	\$0	\$0	\$0	\$200,000
Bayfront Park (Maple Street)	Parks	\$0	\$0	\$0	\$50,000
Hoover Pool Conversion Project	Parks	\$0	\$0	\$0	\$500,000
National Fitness Campaign	Parks	\$0	\$0	\$0	\$100,000
Pickleball Courts	Parks	\$0	\$0	\$0	\$200,000
Play Equipment Replacement Fund	Parks	Ongoing	Ongoing	Ongoing	\$250,000
TOTAL					\$1,300,000

**Ongoing –funding over different projects and multiple years.*

Projects by Fund – 681 Parking District Fund

CAPITAL IMPROVEMENT PROGRAM

681 Parking District Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Parking Meter Modem Upgrade	Parking	\$0	\$0	\$0	\$150,000
TOTAL					\$150,000

Projects by Fund 686 - Water Fund

686 Water Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Distribution System Replacement Program	Water	Ongoing	Ongoing	Ongoing	\$3,000,000
Distribution System Zone Metering	Water	Ongoing	Ongoing	Ongoing	\$250,000
Downtown Recycled Water Distribution Phase 2C Extension	Water	Ongoing	Ongoing	Ongoing	\$1,500,000
Finance & Human Resources Software	Technology	\$1,150,246	\$2,282,306	\$99,568	\$74,550
Main City Recycled Water Tank and Pump Station	Water	Ongoing	Ongoing	Ongoing	\$2,000,000
Pump Station And Tank Rehabilitation	Water	Ongoing	Ongoing	Ongoing	\$500,000
Water System Seismic Improvement Program	Water	Ongoing	Ongoing	Ongoing	\$1,250,000
Distribution System Replacement Program	Water	Ongoing	Ongoing	Ongoing	\$3,000,000
TOTAL					\$8,574,550

**Ongoing –funding over different projects and multiple years.*

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 689 Sewer Fund

689 Sewer Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recommended FY 2021-22 Funding
Collection System Replacement Program	Sewer	Ongoing	Ongoing	Ongoing	\$2,800,000
Finance & Human Resources Software	Technology	\$1,100,093	\$2,270,196	\$105,496	\$74,550
Pump and Controls Replacement Program	Sewer	Ongoing	Ongoing	Ongoing	\$80,000
Redwood Shores Isolation Valve Installation	Sewer	Ongoing	Ongoing	Ongoing	\$85,000
Sequoia Station Groundwater Mitigation	Sewer	\$2,325,000	\$1,923,954	\$1,676,261	\$780,000
Sewer Inflow and Infiltration	Sewer	Ongoing	Ongoing	Ongoing	\$100,000
Sewer Pump Station Rehabilitation Program	Sewer	Ongoing	Ongoing	Ongoing	\$1,100,000
TOTAL					\$5,019,550

CAPITAL IMPROVEMENT PROGRAM

CIP PROJECT HIGHLIGHTS

Below are highlights of the City's Capital Improvement Projects, grouped into one of the functional areas. A complete list and the descriptions of the 57 projects for which funding is proposed can be found in the Fiscal Year 2021-22 Capital Improvement Program Projects Descriptions by Functional Area section.

Facilities

Fair Oaks Community Center Facilities Upgrade & Improvements

Renovate and remodel the kitchen area and adjoining kitchen prep area of the Fair Oaks Community Center using \$418,000 in CDBG grant funding. The community center includes a tenant's rights clinic, immigration and citizenship services, and childcare and early child development programs for working parents. The community center provides a gateway to many other programs and services to enable equitable opportunities in the neighborhood.

Fire Station 9 Emergency Power Resiliency

While the emergency generator at Fire Station 9 is coming to the end of its useful life, the City is taking advantage of this replacement to explore the feasibility of connecting the generator to a microgrid system to decentralize electrical loads. The proposed \$500,000 FY 2021-22 funding includes exploring the use of solar and/or battery storage to reduce dependency on fossil fuel usage.

Tenant Improvement Program

A budget of \$720,000 is proposed for FY 2021-22 to make repairs and improvements to City-owned public facilities. Tenant improvements create value for our City by making spaces more efficient and providing a better environment. Ongoing repairs and upgrades of City facilities reduces the cost of deferred maintenance. This program also provides for Americans with Disabilities Act (ADA) upgrades to City facilities to ensure accessibility for people with disabilities.

Parks/Recreation

Basketball Court at Red Morton Park

A FY 2021-22 funding budget of \$200,000 will convert an existing tennis ball wall area at the Red Morton Park to a new lighted full-length outdoor basketball court. The project will also reconfigure a wall to provide single tennis players an area to practice in.

Hoover Pool Conversion Project

Reimagine the Hoover Pool complex as a youth teaching pool with a large splash pad play area. This initial effort with the FY 2021-22 funding is to implement a public engagement process for community input into the design. This facility has been underused; however, a new design could bring alive a City asset.

National Fitness Campaign

FY 2021-22 funding of \$100,000 is the City's match for a fitness and exercise station along the Bay Trail at the Port of Redwood City. The funding also includes the concrete pad needed to install the equipment.

CAPITAL IMPROVEMENT PROGRAM

Park Concrete Pathway Replacement

Visitors access our open spaces and visit recreational amenities by the many pathways that crisscross our parks. Over the years, tree roots uplift sections of the pathways or the paths deteriorate creating trip hazards. This program will provide ongoing and routine maintenance to the pathways in the city's parks and may include grinding of lifted trip hazards or pathway section replacement.

Redwood Shores Levee/Lagoon

Boardwalk Dredging

This project provides for dredging water between Port Walk Place and Boardwalk Place in Redwood Shores to remove sediment that has built-up over time. The dredging helps to increase water flow and water circulation to prevent algal growth and thereby improve water quality.

Redwood Shoes Lagoon Circulation

A circulation study and master plan of the City's lagoons was completed in 2006-2017 which included a conceptual plan. This project provides for design of a circulation system within the City's lagoon to improve the flow circulation. Potential design solutions may include silt removal and dredging, improvements of intakes and outfalls, rehabilitation of existing discharge facilities, installation of new pumps, and monitoring of the lagoon.

Sewer

Collection System Replacement Program

This ongoing program supports the systematic repair and rehabilitation of sewer main lines in Redwood City. In FY 2021-22, staff propose funding of \$2,800,000 to continue design and construction work on sewer pipeline improvements.

Pump and Controls Replacement Program

This ongoing and routine program maintains the pumps and control systems for the City's thirty-one sewer pumps. The proposed \$80,000 in FY 2021-22 funding will provide replacement and/or repair of this infrastructure.

Sewer Inflow & Infiltration

The flow monitoring service provides data required to measure the magnitude and components of flow that enter the City's sanitary sewer collection system. The data is used to determine the capacity needs for inclusion in the annual sanitary sewer capital improvement project. The proposed FY 2021-22 funding for this program is \$100,000.

Stormwater

Bayfront Canal and Cordilleras Annual Creek Maintenance

The Bayfront Canal and Cordilleras Creek are major tributaries that collect stormwater flows from Redwood City and other surrounding communities for conveyance to the San Francisco Bay. The two waterways need regular annual maintenance to maintain flow capacity, and a budget of \$100,000 is proposed for FY 2021-22.

CAPITAL IMPROVEMENT PROGRAM

Storm Drain Creeks and Channels

The project involves repair, rehabilitation, and replacement of concrete lined sections of Redwood Creek and its tributary branches. Funding in the amount of \$500,000 is proposed for FY 2021-22 for ongoing projects along one of the sections of the Jefferson tributary branch.

Technology

Finance and Human Resources Software

Staff is in the process of replacing the City's existing finance, human resources, payroll, utility billing, business license, and budget system with a new modernized web-based system. This is a multi-year effort and funding in the amounts of \$654,364 from the Capital Outlay Fund and \$74,550 from the Water and \$74,550 from the Sewer Capital Fund is proposed in FY 2021-22.

Graphical Information System (GIS) /Computer Aided Drafting (CAD) Program

A budget in the amount of \$165,000 is proposed in FY 2021-22 to provide ongoing support to the Graphical Information System (GIS) /Computer Aided Drafting (CAD) Program which serves to provide geospatial representation of assets, infrastructure, facilities, and land uses.

Technology Infrastructure & Application Support

This ongoing program supports the City's technology hardware and software infrastructure necessary to maintain services to the community. In typical years, this project budget also includes the infrastructure to minimize data breaches and loss. The FY 2020-21 funding includes infrastructure response to the COVID-19 pandemic.

Transportation

Emergency Vehicle Traffic Signal Pre-emption

Emergency signal pre-emption helps reduce delays at signalized intersections where emergency vehicles are responding to calls. Funding for FY 2021-22 of \$100,000 will help to leverage funding from the transportation impact fee program.

Hopkins Traffic Calming Safety Project

Traffic calming safety measures for Hopkins Street will increase safety on the roadway in addition to reflecting feedback from the community. This project is still pending a community survey to determine whether or not a permanent project is recommended to the City Council. If a permanent traffic calming project is not approved, this project will only include a pavement overlay.

Light Emitting Diode (LED) Street Light Project

A budget of \$200,000 is proposed in FY 2021-22 to replace the City's streetlights and light fixtures with energy efficient light-emitting diode (LED) streetlights and LED compatible light fixtures.

Sidewalk Inspection and Repair Program

Sidewalk inspections along public roadways throughout the City are performed by City staff. Where needed, sidewalk repairs are performed. Improvements to the sidewalks encourages the use of sidewalks and this contributes to the Active Transportation Corridor Program. Funding in the amount of \$266,674 from the Capital Outlay Fund is proposed for FY 2021-22.

CAPITAL IMPROVEMENT PROGRAM

Traffic Calming

Review, planning, and implementation of traffic calming strategies and projects on various streets throughout the city increases the safety for all road users. The proposed funding this fiscal year of \$500,000 will also fund pedestrian and bicycle related improvements including marked crosswalks, median refuge islands, and bicycle warning signage.

Traffic Safety

The Traffic Safety Program implements traffic safety improvements including traffic calming, crossing improvements, and new or modified traffic controls, among others. This project would reduce the number and severity of traffic-related collisions; increase the share of trips taken by walking, biking, and transit; and improve livability within residential neighborhoods.

Water

Distribution System Replacement Program

Proposed funding in FY 2021-22 in the amount of \$3,000,000 will be for ongoing replacement of water main pipes throughout the city. Under this program, an average of 1.5 miles of pipe is replaced each year resulting in improved water quality, better water system performance, and reduced system maintenance costs.

Distribution System Zone Metering

This new project will install an integrated smart meters, communication networks, and a data management system to remotely monitor the water distribution system and to help mitigate water system loss. The system will help preserve our water resource by automatically and remotely detecting problems so that repair and replacements can be targeted.

Main City Recycled Water Tank and Pump Station

A new recycled water storage and pumping facility in the main city recycled water service area will provide additional reliability and redundancy within the recycled water system. The proposed FY 2021-22 funding for \$2,000,000 will include initiating the planning and design of this new project and partially fund construction.

Water System Seismic Improvement Program

The proposed FY 2021-22 funding of \$1,250,000 to this ongoing program provides for structural improvements to the City's water system in an earthquake event. Most of the seismic improvements recommended in the 2011 Water System Master Plan have been completed with work on the Easter Cross and Glenloch water tanks remaining. This project will also reassess and update the 2011 Seismic Vulnerability Assessment report.



Project #83176

Fair Oaks Community Center Facilities Upgrade & Improvements

Functional Area - Facilities



New FY 21-22 funding recommended:	\$418,000	Project Status:	Design
Previously approved project funding:	\$680,000	Estimated Completion Date:	By the end of FY 21-22
Remainder to be funded:	\$0	Estimated useful project life:	25 years
Estimated Total Cost:	\$721,800	Department Lead:	Public Works

Summary

Replacement of an existing kitchen with more energy efficient equipment at the Fair Oaks Community Center.

Background

Remodel of two kitchen spaces within the Fair Oaks Community Center. Currently, one area is a large storage area which will be converted into a kitchen prep area. The second kitchen area would be remodeled to bring it up to today's code standard and provide additional countertop and cabinet storage. There are two separate programs that uses the kitchen space, sometimes concurrently. The child care program serves up to 75 people. The adult activity program serves anywhere from 30 to 80 people. The remodeled space would allow for both programs to meet their individual program needs.

Timeline

Design and construction for one of the kitchen spaces complete. The balance of this project will go out for Construction Requests for Proposals (RFP) summer 2020 with construction completion estimated June 2021.

Operational Impacts

Ongoing maintenance will be required to upkeep and maintain the remodeled facilities.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
256 CDBG Fund	0	0	0	418,000	0	0	0	0	418,000
357 Capital Outlay Fund	680,000	103,664	576,208	0	0	0	0	0	0
Total	680,000	103,664	576,208	418,000	0	0	0	0	418,000



Project #0

Fire Station 9 Emergency Power Resiliency

Functional Area - Facilities



New FY 21-22 funding recommended:	\$500,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	By end of FY 2021-22
Remainder to be funded:	\$500,000	Estimated useful project life:	20 years
Estimated Total Cost:	\$500,000	Department Lead:	Public Works

Summary

Replacement of the generator at Fire Station 9.

Background

The generator at Fire Station 9 has reached the end of its useful life and is in critical need of replacement. In the event of emergencies, Fire Station 9 also serves as a backup communication center for San Mateo County. Staff is exploring the feasibility of a microgrid facility for Fire Station 9, which would utilize solar and battery storage for emergency power generation in-lieu of a traditional generator, completely eliminating fossil fuel usage. If deemed feasible, funding will be used to begin the implementation of the microgrid facility instead of a replacement diesel-powered generator. Either a replacement generator or microgrid facility is required to keep the fire station functioning.

Timeline

The feasibility of a microgrid facility will be determined in FY 2021-22, and a full microgrid implementation would be completed by FY 2022-23. Otherwise, a replacement generator would be installed by the end of FY 2021-22.

Operational Impacts

Not funding this project will require a rush purchase of a generator of like-kind during an emergency event. This will result in increased costs compared to purchasing under normal circumstances.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	0	0	0	500,000	0	0	0	0	500,000
Total	0	0	0	500,000	0	0	0	0	500,000



Project #85101

Library Automation Replacements

Functional Area - Facilities



New FY 21-22 funding recommended:	\$400,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	By end of FY 2021-22
Remainder to be funded:	\$440,000	Estimated useful project life:	10 years
Estimated Total Cost:	\$840,000	Department Lead:	Library

Summary

Replace the automated library materials handling systems at the Redwood Shores Library.

Background

The automated library materials handling systems that return and sort items at the Downtown and Redwood Shores libraries are approaching end-of-life and need to be replaced.

When the Redwood Shores Library opened in 2008, it featured a new, state-of-the-art automation system that allowed the Library to automate repetitive work, allowing a large workload increase to occur without the need for existing staff. Thirteen years later, the installed system is approaching end of life, with many worn elements and increased difficulty in sourcing replacement parts. Newer systems also bring enhanced ergonomic benefits for staff, further reducing the potential for repetitive motion injuries. The system in the Downtown Library was installed a year after Redwood Shores, and has been even more heavily utilized than the branch library equipment. Funding to replace the system at the Downtown Library will be requested for FY 2022-23.

Timeline

Redwood Shores Library automated materials handling system to be installed during FY 2021-22. Downtown Library automated materials handling system to be installed during FY 2022-23.

Operational Impacts

Continued ability to process large amounts of materials with limited staff, improved ergonomics, and updating end-of-life technology and mechanical parts.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	0	0	0	400,000	440,000	0	0	0	840,000
Total	0	0	0	400,000	440,000	0	0	0	840,000



Project #71113

Roof Replacement Program

Functional Area - Facilities



New FY 21-22 funding recommended:	\$500,000	Project Status:	Ongoing Program
Previously approved project funding:	Ongoing	Estimated Completion Date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	Ongoing
Estimated Total Cost:	Ongoing	Department Lead:	Public Works

Summary

Ongoing program for replacement of roofing past its useful life at various City facilities.

Background

Commercial roofs are estimated to have a useful life between 20-25 years. A roof is an essential component of a facility's structure and in many cases, house roof-top heating, ventilation, and air conditioning (HVAC) units on many larger facilities. Roofs must be maintained in a water-tight condition for the safety of the occupants and the staff maintaining the facility.

The roof at the Police Department and the Municipal Service Center (MSC) have exceeded their useful lives and are no longer economically viable to continuously repair for the wet-weather season. Both facilities are also requesting funding this fiscal year to replace and upgrade their rooftop HVAC systems. Doing these projects concurrently will save time by combining the projects together in addition to cost savings through order of magnitude.

Timeline

This roofing project assumes that the Police Department and MSC HVAC upgrades will run concurrently. These projects are expected to be completed by the end of FY 2021-22.

Operational Impacts

Decrease in maintenance and repair costs in addition to staff time responding to roof leaks and subsequent collateral damages.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	500,000	525,000	525,000	550,000	550,000	2,650,000
Total	Ongoing	Ongoing	Ongoing	500,000	525,000	525,000	550,000	550,000	2,650,000

**Ongoing –funding over different projects and multiple years.*



Project #0

Tenant Improvements

Functional Area - Facilities



New FY 21-22 funding recommended:	\$725,000	Project Status:	Ongoing Program
Previously approved project funding:	Ongoing	Estimated Completion Date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	Ongoing
Estimated Total Cost:	Ongoing	Department Lead:	Public Works

Summary

Maintenance and preventative maintenance projects for the City's facilities.

Background

There are seventeen city-owned facilities that provide a wide range of services to the Redwood City community and the general public. Facilities include five fire stations, five community centers, four libraries, City Hall, and the Public Works Services and Police Department buildings. Each of these facilities are well-utilized and require scheduled replacement of major equipment, as well as general facility repairs and upgrades. In FY 2021-22, project funds will be utilized to address emergency facility repairs, general facility upgrades, and office renovations.

This Tenant Improvement Program benefits the City by replacing facility components (e.g. roofs, carpets, paint, fences) that have exceeded their useful life, improving energy efficiency and/or reducing water use, addressing legally-mandated accessibility requirements, and enhancing occupational safety and health and building occupancy safety.

Timeline

This is an ongoing program for maintenance projects for the City's facilities.

Operational Impacts

Reduction from the current staff time required to respond to deferred maintenance issues and emergency repairs and replacements.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	725,000	550,000	575,000	600,000	625,000	3,075,000
Total	Ongoing	Ongoing	Ongoing	725,000	550,000	575,000	600,000	625,000	3,075,000

**Ongoing –funding over different projects and multiple years.*



Project #0

Parking Meter Modem Upgrade

Functional Area - Parking



New FY 21-22 funding recommended:	\$150,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	By end of FY 2020-21
Remainder to be funded:	\$100,000	Estimated useful project life:	10 years
Estimated Total Cost:	\$250,000	Department Lead:	Community Development

Summary

Upgrade the cellular modems inside the parking meter equipment in downtown Redwood City.

Background

To maintain operations of the parking meters, it is necessary to replace the 2G modems inside the parking meter equipment with new 4G modems. There are approximately 750 parking meters and 75 pay stations in downtown Redwood City. Staff were notified that T-Mobile will stop supporting the 2G pay stations modems by the end of 2022 and Verizon will only support the parking meter modems through the end of 2022.

Timeline

Phase I will be to upgrade 750 pay stations and 200 parking meters starting in summer 2021 and anticipated completion by early 2022. The upgrades for the pay stations are performed in the field and take 30 minutes each.

With the remaining 550 parking meters, Phase II will replace the modems in batches of 20-50 with completion anticipated by January 2023. The parking meters will be out of service for 2-4 weeks during the upgrade because they need to be sent to the vendor's factory for this process. Depending on the supply of spare meters, the City will either install temporary meters or leave parking spaces unmetered during the upgrade.

Operational Impacts

This project will require staff time to plan, implement, and monitor.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
681 Parking District Fund	0	0	0	150,000	100,000	0	0	0	250,000
Total	0	0	0	150,000	100,000	0	0	0	250,000



Project #0

Basketball Court at Red Morton

Functional Area - Parks



New FY 21-22 funding recommended:	\$200,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	By the end of FY 21-22
Remainder to be funded:	\$200,000	Estimated useful project life:	30 years
Estimated Total Cost:	\$200,000	Department Lead:	Parks

Summary

Convert existing tennis ball wall area at Red Morton Park to a new lighted full-length outdoor basketball court and add a single ball wall next to the court to address continually need for any single tennis players for practice.

Background

A pilot outdoor basketball court using one side of an existing tennis practice ball wall was tested at Red Morton Park. It's been extremely popular and there have been numerous requests to create an outdoor full-length basketball court. This project will convert the existing tennis court at Red Morton Park to a new lighted full-length outdoor basketball court. There also exists a number of users for a one-sided ball-wall court. This project reconfigures a single-ball wall court adjacent to the full-length court to meet this need.

Timeline

The architectural design is expected to start in summer 2021 with contractor bidding in summer/fall 2021. This project is expected to be complete in fall/winter 2021.

Operational Impacts

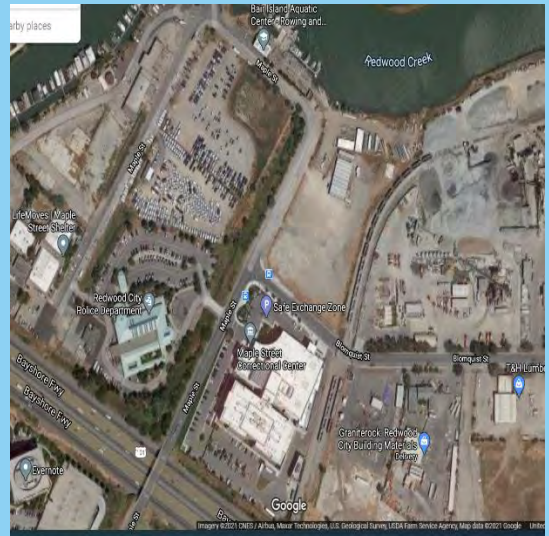
Minimal increase in operations needed for maintenance.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
358 Parks Impact Fees	0	0	0	200,000	0	0	0	0	200,000
Total	0	0	0	200,000	0	0	0	0	200,000



Project #0
Bayfront Park (Maple Street)

Functional Area - Parks



New FY 21-22 funding recommended:	\$50,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	30 years
Estimated Total Cost:	TBD	Department Lead:	Parks

Summary

New Bayfront Park between Maple Street and Blomquist Street.

Background

In anticipation of the negotiations between the City and San Mateo County for a land swap, this project allocates an initial \$50,000 toward future a planning and community input process for a new Bayfront Park of approximately two-acres.

The park could include amenities such as a sports field, playground, lighting, parking, and a restroom facility. Depending on community input, an estimated total cost could be in the range of between \$3,000,000 and \$5,000,000.

Timeline

Once this project is approved, the City will launch community engagement and planning effort. An allocation of \$50,000 in initial funding will be used toward planning and community input.

Operational Impacts

A new park will result in added costs of maintenance and utilities in addition to potential added public safety patrols.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
358 Parks Impact Fees	0	0	0	50,000	250,000	4,700,000	0	0	5,000,000
Total	0	0	0	50,000	250,000	4,700,000	0	0	5,000,000



Project #0

Hoover Pool Conversion Project

Functional Area - Parks



New FY 21-22 funding recommended:	\$500,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	TBD
Remainder to be funded:	\$3,000,000	Estimated useful project life:	25 years
Estimated Total Cost:	\$3,500,000	Department Lead:	Parks

Summary

Re-imagine the Hoover Pool complex as a youth teaching pool with a large splash pad play area.

Background

Hoover Pool is an aging facility that has been open only on a seasonal basis. It has also been closed during some years due to budget reductions and because of the low general public use at this facility (even with \$1 lessons and grant funded operations). The PRCS Commission asked staff to consider re-imagining the Hoover Pool complex to encourage more use/activation. The preliminary concept is of a large community spray-ground (splash pad) with teaching pool. This would benefit the neighborhood and community by creating additional uses and revitalizing this underused facility.

New design and activation would bring alive a City asset. Can use existing pool systems.

Timeline

Funding request for FY 2021-22 is to initiate a public engagement process for input and design. FY 2022-23 and FY 2023-24 to allocating funds towards this estimated \$3.5 million project.

Operational Impacts

This project will require staff time to plan, design, and implement. There will be staffing, maintenance, and other operational impacts associated with operating this facility; however, these impacts have been budgeted.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
358 Parks Impact Fees	0	0	0	500,000	3,000,000	0	0	0	3,500,000
Total	0	0	0	500,000	3,000,000	0	0	0	3,500,000



Project #0

National Fitness Campaign

Functional Area - Parks



New FY 21-22 funding recommended:	\$100,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	By the end of FY 21-22
Remainder to be funded:	\$0	Estimated useful project life:	20 years
Estimated Total Cost:	\$100,000	Department Lead:	Parks

Summary

Install an outdoor fitness and exercise station along the Bay Trail at Port of Redwood City.

Background

National Fitness Campaign is a quality-of-life consulting firm that partners with cities, schools, corporations and design firms to fund and build outdoor fitness courts to improve the quality of life in America.

The City has received a matching grant from the National Fitness Campaign to install a new fitness and exercise station along the Bay Trail on Port of Redwood City property. A number of cities in the San Francisco bay area have qualified for this grant, and Redwood City is one of them. The grant is for \$100,000 and the City's portion is approximately \$50,000 towards the module. The City is responsible for installing the concrete pad estimated at \$50,000.

Timeline

The design/bid/build process will begin in winter 2021 and the project is estimated to be complete spring 2022.

Operational Impacts

The fitness and exercise station will need periodic inspections, maintenance, and upkeep.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
358 Parks Impact Fees	0	0	0	100,000	0	0	0	0	100,000
Total	0	0	0	100,000	0	0	0	0	100,000



Project #0

National Guard Armory

Functional Area - Facilities



New FY 21-22 funding recommended:	\$250,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	TBD
Remainder to be funded:	\$750,000	Estimated useful project life:	20 years
Estimated Total Cost:	\$1,000,000	Department Lead:	Parks

Summary

Renovate the Old National Guard Armory facility to meet building and safety code requirements and community needs.

Background

Redwood City recently acquired the Armory at National Guard Armory, after leasing from the State beginning in 2015. The facility gives the City an opportunity to provide services to the community. Upgrades to the facility to improve usability for recreational programs over the years included converting the main hall to a multi-sport floor with portable basketball hoops and American with Disabilities Act (ADA) upgrades to the front parking, entry way and door handles throughout the building.

Due to the nature of the classrooms surrounding the multi-sport floor, programming for the classrooms and multi-sport floor cannot occur concurrently. This renovation project will include addressing this and other functional issues in addition to deferred maintenance. Components of the renovation may include roofing; heating, ventilation, and air condition (HVAC) replacement; energy efficient windows, light-emitting diode (LED) lighting retrofit; and renovation of the kitchen area.

Timeline

Upon approval of funding, phased renovation, for items such as the lighting retrofit, can start immediately, while other elements such as roofing and HVAC can be bid out.

Operational Impacts

There are already staffing, maintenance, and other operational impacts associated with operating this facility. This project will not change this element; however, it will require staff time to plan, design, and bid the renovation work. The reduced programming due to COVID-19 restrictions provides a good time to take portions of the building offline for these upgrades.

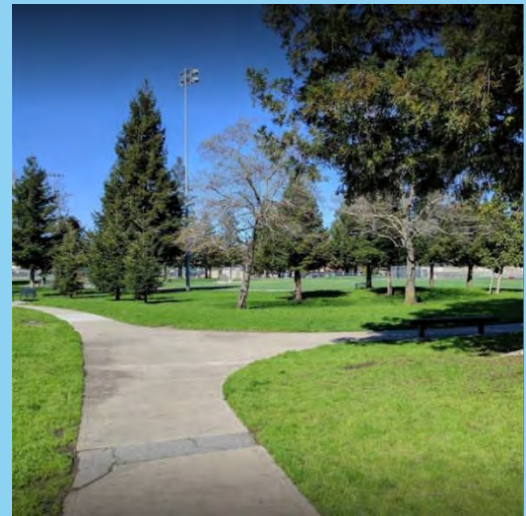
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	0	0	0	250,000	750,000	0	0	0	1,000,000
Total	0	0	0	250,000	750,000	0	0	0	1,000,000



Project #0

Park Concrete Pathway Replacement

Functional Area - Parks



New FY 21-22 funding recommended:	\$100,000	Project Status:	Ongoing Program
Previously approved project funding:	Ongoing	Estimated Completion Date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	Ongoing
Estimated Total Cost:	Ongoing	Department Lead:	Parks

Summary

Replacement of deteriorating sections of concrete pathways in parks.

Background

Parks provide a place for children, families, and the community to connect with nature and recreate outdoors. Our parks facilitate the increase of biodiversity in flora and fauna and helps to mitigate urban climate effects by improving air quality and decreasing air pollution through carbon sequestration.

Visitors access our open spaces and visit recreational amenities by the many pathways that crisscross our parks. Over the years, tree roots uplift sections of the pathways or the paths deteriorate creating trip hazards. Typical pathway trip hazards can be ground down to provide a smoother transition from one surface to another. If sections of the pathway have lifted too much or the section is severely cracked, the section will need replacement. This program will provide ongoing and routine maintenance to the pathways in the City's parks.

Timeline

This is an ongoing program to address the recurring issue of trip hazards throughout Redwood City's thirty-seven parks.

Operational Impacts

Reduction in maintenance costs and the risk of trip and fall hazards.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000
Total	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000

**Ongoing –funding over different projects and multiple years.*



Project #0

Pickleball Courts

Functional Area - Parks



New FY 21-22 funding recommended:	\$200,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	By the end of FY 21-22
Remainder to be funded:	\$0	Estimated useful project life:	30 years
Estimated Total Cost:	\$200,000	Department Lead:	Parks

Summary

Construction of two new pickleball courts to address significant public requests for this very popular new sport - especially for seniors.

Background

Pickleball is a very popular sport enjoyed by all ages, especially seniors. It is a paddleball sport that combines elements of badminton, table tennis, and tennis and requires a court size smaller than a tennis court. Staff have marked off the grounds of existing tennis courts for pickleball. The tennis courts marked for pickleball are at Red Morton, Mezes, and Marlin parks. Requests continue to inundate staff for separate specialized pickleball courts.

Timeline

Initiate the architectural process in summer 2021 with construction bidding award in fall 2021 and estimated completion by winter 2021.

Operational Impacts

Minimal operational impacts.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
358 Parks Impact Fees	0	0	0	200,000	0	0	0	0	200,000
Total	0	0	0	200,000	0	0	0	0	200,000



Project #73853

Play Equipment Replacement Fund

Functional Area - Parks



New FY 21-22 funding recommended:	\$250,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	20 years
Estimated Total Cost:	Ongoing & routine	Department Lead:	Parks

Summary

Ongoing and routine program for replacement of the City's play equipment as it nears the end of its useful life or for park play equipment that needs repair.

Background

Redwood City's Parks, Recreation, and Community Services Department is dedicated to a strong proactive preventative maintenance program for the city's play equipment. An annual audit provides an assessment of our parks' condition. Maintaining the play equipment ensures extending the useful life of the play facilities and keeps the equipment in good condition for residents and visitors. This ongoing and routine program will replace and upgrade park and playground equipment for safety management and maintain play value.

Timeline

Ongoing and routine program for replacement and maintenance of the City's play equipment throughout the year, on an as-needed basis.

Operational Impacts

Reduces operational costs that would otherwise be needed to maintain aging infrastructure.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
358 Parks Impact Fees	Ongoing	Ongoing	Ongoing	250,000	0	250,000	0	250,000	750,000
Total	Ongoing	Ongoing	Ongoing	250,000	0	250,000	0	250,000	750,000

**Ongoing –funding over different projects and multiple years.*



Project #75595

Public Art

Functional Area - Parks



New FY 21-22 funding recommended:	\$100,000	Project Status:	Ongoing Program
Previously approved project funding:	Ongoing	Estimated Completion Date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	Ongoing
Estimated Total Cost:	Ongoing	Department Lead:	Public Works

Summary

Ongoing public arts programs and initiatives around Redwood City.

Background

The City Council has committed to public art as a means for promoting vibrancy, defining cultural uniqueness, building community, improving the quality of life, and making Redwood City the arts, culture, and entertainment destination on the Peninsula. To that end, the Arts Commission Strategic Plan outlines the significance of art in the City and has a goal of investment in public art. This is funded by the Art Ordinance, where one percent (1%) of the City's capital improvement funds are allocated for public art.

This year, City Council directed staff and the Arts Commission to develop a racial equity mural through community dialogue. This program will also fund the City's mural and sculpture project which is managed by the Arts Commission.

Timeline

The Racial Equity Steering Committee is currently meeting and have targeted fall 2021 to complete the new Racial Equity Mural Project. This program will support ongoing public art and initiatives around Redwood City.

Operational Impacts

Nominal operational impacts for cleaning and maintaining artwork.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000	60,000	60,000	60,000	60,000	340,000
Total	Ongoing	Ongoing	Ongoing	100,000	60,000	60,000	60,000	60,000	340,000

**Ongoing –funding over different projects and multiple years.*



Project #0

Synthetic Turf Replacement Program

Functional Area - Parks



New FY 21-22 funding recommended:	\$900,000	Project Status:	Ongoing program
Previously approved project funding:	Ongoing	Estimated Completion Date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	Ongoing
Estimated Total Cost:	Ongoing	Department Lead:	Parks

Summary

Ongoing program to replace the synthetic turf fields as they come to the end of their useful lives. This year's replacement is for the synthetic turf field at Hawes Park.

Background

The City has a total of ten synthetic turf athletic fields. They are beneficial in that each field saves an estimated 1.2 million gallons of water per year; there is no need for mowing, fertilizing or irrigation repair; and play on these fields are available year-round in any weather condition. However, these fields need to be replaced every eight to ten years on average to maintain a safe playing field.

The Hawes Park synthetic turf field was last installed 11 years ago and the wear and tear on the field is really showing. It has been evaluated by third party inspectors and the recommendation is to replace this field as soon as possible. The estimated cost to replace this field is \$1,000,000.

Timeline

Design drawings in approximately July 2021 with bid award for construction in September 2021. The estimated project completion is November 2021.

Operational Impacts

Reduced operational impacts initially with additional maintenance as the infrastructure ages.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	900,000	1,000,000	1,000,000	1,000,000	1,000,000	4,900,000
Total	Ongoing	Ongoing	Ongoing	900,000	1,000,000	1,000,000	1,000,000	1,000,000	4,900,000

**Ongoing –funding over different projects and multiple years.*



Project #0

Boardwalk Dredging

Functional Area - Redwood Shores Levee/Lagoon



New FY 21-22 funding recommended:	\$70,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	By end of FY 2023-24
Remainder to be funded:	\$240,000	Estimated useful project life:	15 years
Estimated Total Cost:	\$310,000	Department Lead:	Public Works

Summary

Dredging the body of water between Port Walk Place and Boardwalk Place in Redwood Shores.

Background

The lagoon between Boardwalk and Port Walk Place serves as an intake from the Belmont Slough into the main lagoon and a stormwater retention basin. The lagoon is also tidally influenced and therefore carries sediment in from surrounding water bodies. Over time, sediment will settle and build-up in the basin of the lagoon. This build-up restricts the flow, prevents adequate circulation, and increases water residency in the main lagoon. The shallow water column created by these conditions promotes algal growth requiring additional maintenance annually. Dredging can improve water quality by reducing the amount of nutrients available from the sediments, thereby reducing nuisance algae blooms.

This project is to dredge the water between Port Walk Place and Boardwalk Place. The work to dredge includes a drying process of the removed sediment. This portion of the process typically causes concern from the surrounding community due to the odors of the drying sediment. The impacted area is approximately 1000' x 85'. It will require debris/sediment removal up to a depth of roughly 18"-24".

Timeline

The planning phase will be conducted in FY 2021-22. The work is anticipated to take place in FY 2022-23 and FY 2023-24, with a completion date of June 30, 2024.

Operational Impacts

This project would reduce maintenance costs related to controlling algae growth and responding to customer service calls.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
216 Redwood Shores Maintenance Fund	0	0	0	70,000	120,000	120,000	0	0	310,000
Total	0	0	0	70,000	120,000	120,000	0	0	310,000



Project #83169

Redwood Shores Lagoon Circulation

Functional Area - Redwood Shores Levee/Lagoon



New FY 21-22 funding recommended:	\$300,000	Project Status:	Planning
Previously approved project funding:	\$325,000	Estimated Completion Date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	TBD
Estimated Total Cost:	TBD	Department Lead:	Community Development

Summary

Improvements to maintain the water circulation in the Redwood Shores Lagoon.

Background

A circulation study and master plan of the City's lagoons was completed in 206-2017 with specific recommendations for the Redwood Shores Lagoon. A conceptual plan was completed based on the recommendations and the City is ready to move forward and obtain a design consultant.

Depending on local jurisdictional requirements, the Redwood Shores Lagoon Circulation project could include silt removal and dredging, improvements of intakes and outfalls, rehabilitation of existing discharge facilities, installation of new pumps, and monitoring of the lagoon. Through improved flow circulation and system management, this project will increase water quality, circulation and serviceability of the lagoons and storm drainage system for Redwood Shores.

Timeline

If the project is funded, the City can move forward with obtaining an design consultant through the Request for Qualifications (RFQ) process in July 2021 with design from September 2021 through Spring 2022. The regulatory design approval process can take up to a year and staff is estimating that construction can begin in FY 2023-24. The duration of construction will depend on the approved design.

Operational Impacts

Initial decrease in lagoon dredging and maintenance cost. If the design includes a new pump station, there will be additional operating costs associated with annual maintenance.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	325,000	277,110	47,890	0	150,000	1,500,000	300,000	150,000	2,400,000
Total	325,000	277,110	47,890	300,000	150,000	1,500,000	300,000	150,000	2,700,000



Project #72764

Redwood Shores Levee FEMA Compliance Startup

Functional Area - Redwood Shores Levee/Lagoon



New FY 21-22 funding recommended:	\$450,000	Project Status:	Planning
Previously approved project funding:	\$515,949	Estimated Completion Date:	By end of FY 2025-26
Remainder to be funded:	TBD	Estimated useful project life:	TBD
Estimated Total Cost:	TBD	Department Lead:	Community Development

Summary

This project will raise and improve existing levees within and near Redwood Shores in response to recent Federal Emergency Management Agency (FEMA) flood maps and studies.

Background

Raising and improving the existing Redwood Shores levees due to recent FEMA flood studies and maps and to provide more flood protection from coastal hazards. Exact elevation and scope of levee improvements will be determined. The objective is to maintain FEMA accreditation of the existing levee system in accordance with the National Flood Insurance Program.

This program prevents local flooding within areas of Redwood Shores from coastal hazards and wave action and reduces vulnerability and risk exposure from sea level rise.

Timeline

This project is in the planning phase. The City is partnering on this project with multiple jurisdictions and it will take multiple years to be completed.

Operational Impacts

Maintenance requirements will depend on the type and magnitude of the improvements.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
216 Redwood Shores Maintenance Fund	0	0	0	450,000	0	0	0	0	450,000
357 Capital Outlay Fund	1,163,430	524,838	638,592	0	2,000,000	1,400,000	10,000,000	0	13,400,000
Total	1,163,430	524,838	638,592	450,000	2,000,000	1,400,000	10,000,000	0	13,850,000



Project #75133

Collection System Replacement Program

Functional Area - Sewer



New FY 21-22 funding recommended:	\$2,800,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Maintenance of the City's sewer collection system.

Background

The City systematically replaces and/or rehabilitates sections of aging sanitary sewer infrastructure to ensure the continued reliability of the system. Preventative maintenance and capacity improvements reduces disruption of services, lessen emergency situations, and improves the operation and flow capacity of the wastewater collection system.

The Sanitary Sewer Master Plan identifies sewer trunk mains that need to be increased in size to improve the capacity and reliability of the sewer collection system. In addition, staff identifies pipelines that required excessive maintenance or experienced repeated service disruptions in the past to identify pipelines for improvement. Using both the Sanitary Sewer Master Plan and identified problem pipelines, staff prioritizes projects based on staffing resources and funding availability.

This program improves the condition and reliability of the sewer collection system by minimizing infiltration and inflow. From time to time, as sanitary sewer mains are slated for replacement and are identified as nearing capacity, they are upsized to increase the capacity to the overall sewer collection system.

Timeline

This is an ongoing and routine program.

Operational Impacts

Ongoing and routine rehabilitation and replacement of the City's sanitary sewer pipelines.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	2,800,000	4,500,000	4,500,000	5,000,000	5,000,000	21,800,000
Total	Ongoing	Ongoing	Ongoing	2,800,000	4,500,000	4,500,000	5,000,000	5,000,000	21,800,000

**Ongoing –funding over different projects and multiple years.*



Project #74091

Pump and Controls Replacement Program

Functional Area - Sewer



New FY 21-22 funding recommended:	\$80,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Public Works

Summary

Maintenance of pumps and control systems at the City's thirty-one sewer pump stations.

Background

The City owns and operates thirty-one sewer pump stations. During preventative maintenance checks, staff identifies repairs and replacements that will be needed to keep the pumps functioning as intended. This project will provide ongoing repair and replacement of pump and/or controls within the pump stations as needed throughout the year. With a properly maintained pump station network, the likelihood of sanitary sewer backups is significantly reduced.

Timeline

Ongoing and routine maintenance of pump and controls at the City's sewer pump stations through FY 2021-22.

Operational Impacts

Reduction in staff time and costs from flow blockage to the wastewater treatment plant and related sanitary sewer overflows. Being out of regulatory compliance with the State may result in fines.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
688 Sewer Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	80,000	80,000	80,000	80,000	80,000	400,000
Total	Ongoing	Ongoing	Ongoing	80,000	80,000	80,000	80,000	80,000	400,000

**Ongoing –funding over different projects and multiple years.*



Project #0

Redwood Shores Isolation Valve Installation

Functional Area - Sewer



New FY 21-22 funding recommended:	\$85,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	By end of FY 2023-24
Remainder to be funded:	\$475,000	Estimated useful project life:	50 years
Estimated Total Cost:	\$560,000	Department Lead:	Public Works

Summary

Install isolation valves at 500 foot intervals along a stretch of approximately 7,750 linear feet of the Redwood Shores Sewer Force Main.

Background

The Silicon Valley Clean Water (SVCW) Treatment Facility has notified the City of its intent to remove booster pumps currently restricting flow from re-entering the primary sewer force main in Redwood Shores. Without these pumps, servicing City force mains and appurtenances will require isolation valves to allow staff to conduct corrective and preventative maintenance unhindered. Additionally, having these valves installed at staggered intervals will provide added protection, allowing staff to isolate segments of the main that require urgent repair.

The project will begin at Pump Station 10, located near Davit Lane and progress towards Shell Parkway, connect at Redwood Shores Parkway and ultimately lead to the Silicon Valley Clean Water Treatment Facility. There is approximately 1,750 feet of 14" pipe and approximately 6,000 feet of 18" pipe along the identified project area. SVCW anticipates complete removal of their pumps by the end of FY 2023-24, and the City will need to have this project completed by June 30, 2024.

Timeline

The planning phase will start in FY 2021-22. Construction is anticipated to take place in FY 2022-23 and FY 2023-24, with a completion date of June 30, 2024.

Operational Impacts

Work will need to be conducted between 11:00 p.m. and 4:00 a.m. as the project will require system shut down. Staff will need to work overtime to meet the project needs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
689 Sewer Capital Projects	0	0	0	85,000	237,500	237,500	0	0	560,000
Total	0	0	0	85,000	237,500	237,500	0	0	560,000



Project #75513

Sequoia Station Groundwater Mitigation

Functional Area - Sewer



New FY 21-22 funding recommended:	\$780,000	Project Status:	Monitoring
Previously approved project funding:	\$1,715,909	Estimated Completion Date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	years
Estimated Total Cost:	TBD	Department Lead:	Public Works

Summary

Continue groundwater monitoring and implement full-scale groundwater contamination remediation at the Sequoia Station Shopping Center.

Background

The City is working with the San Francisco Bay Regional Water Quality Control Board (RWQCB) to remediate groundwater contamination underneath the Sequoia Station Shopping Center. The project has been ongoing for many years, and the City hired consultants to monitor the groundwater and perform a pilot remediation test to study the efficacy of proposed technologies.

While groundwater sampling is still ongoing, the pilot test was completed in FY 2017-18, and the results were used to create a full-scale remediation plan, otherwise known as the Remedial Design Implementation Plan (RDIP). The RDIP was reviewed and approved by the RWQCB.

This project ultimately provides groundwater remediation of an existing site and complies with regulatory mandates.

Timeline

Since the full-scale remediation plan has been approved by the RWQCB, the remediation work has been in the planning phase, which includes discussions and coordination with the property owners. Currently, the remediation is anticipated to begin in 2021. Groundwater monitoring will continue to be ongoing.

Operational Impacts

This remediation is mandated by a regulatory agency. Delays may likely lead to increased remediation costs and possible fines against the City. The ongoing monitoring and remediation will also require staff oversight, especially during the planning phase.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
689 Sewer Capital Projects	2,325,000	1,923,954	401,046	780,000	80,000	70,000	70,000	70,000	1,070,000
Total	2,325,000	1,923,954	401,046	780,000	80,000	70,000	70,000	70,000	1,070,000



Project #75053

Sewer Inflow and Infiltration

Functional Area - Sewer



New FY 21-22 funding recommended:	\$100,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Installation of flow meters throughout the City to monitor inflow and infiltration of the sanitary sewer network.

Background

The Sewer Inflow and Infiltration Program monitors flow to provide data required to measure the magnitude and components of flow that enter the City of Redwood City's sanitary sewer collection system. The data is used to determine the capacity needs for inclusion in the annual sanitary sewer capital improvement project.

This sewer inflow and infiltration project provides value by establishing the baseline sanitary flows, establishing the peak flow condition during the rainfall events, and quantifying inflow and infiltration at the applicable flow monitoring sites. This annual data is used in conjunction with the sewer master plan to target and prioritize sewer projects.

This program will also fund any emergency repairs that may arise due to unexpected system failure, ensure the conveyance of wastewater, and reduce the risk of sanitary sewer overflows and backups.

Timeline

This is an ongoing and routine program. Flow meters are installed in different locations annually for monitoring and data collection.

Operational Impacts

This program will require staff time to install, monitor, and analyze data.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
688 Sewer Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	100,000	200,000	200,000	200,000	200,000	900,000
Total	Ongoing	Ongoing	Ongoing	100,000	200,000	200,000	200,000	200,000	900,000

**Ongoing –funding over different projects and multiple years.*



Project #75053

Sewer Pump Station Rehabilitation Program

Functional Area - Sewer



New FY 21-22 funding recommended:	\$1,100,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Ongoing and routine program to rehabilitate existing sanitary sewer pump stations.

Background

The City currently owns and operates thirty-one sanitary sewer pump stations. The Redwood Shores neighborhood has a total of twenty-six sanitary sewer pump stations and the Seaport Center/Pacific Shores Center neighborhood has five sanitary sewer pump stations. Improvements include new pumps, new controls, pipe replacement and rehabilitation of valves, rehabilitation of wet well surface, rehabilitation of power and other improvements to appurtenances. Over the years, the City has prioritized sanitary sewer pump station projects based on condition evaluation, functionality, and staffing and funding resources.

Timeline

This will be an ongoing program for pump station rehabilitation. Pump station 8 will be targeted for rehabilitation this year. Other pump stations may be targeted, depending on addition condition assessments or immediate need. Where rehabilitation is not feasible, then it may be a candidate for the replacement.

Operational Impacts

This sewer pump station rehabilitation program improves the pumping efficiency, ease of operation, lifespan and safety of the facility.

Project Budget

Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	1,100,000	1,400,000	1,400,000	1,600,000	1,600,000	7,100,000
Total	Ongoing	Ongoing	Ongoing	1,100,000	1,400,000	1,400,000	1,600,000	1,600,000	7,100,000

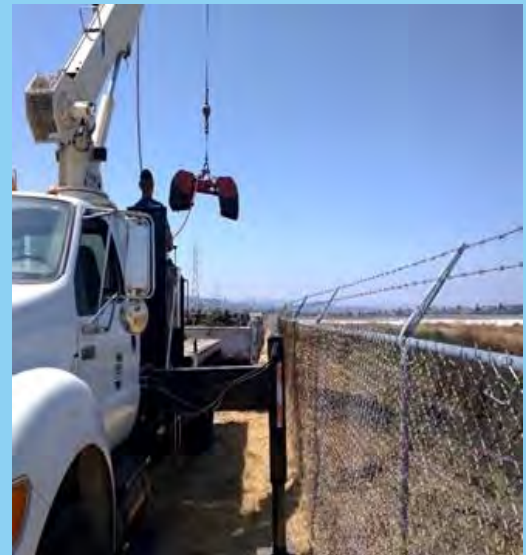
**Ongoing –funding over different projects and multiple years.*



Project #75598

Bayfront Canal and Cordilleras Creek Annual Maintenance

Functional Area - Stormwater



New FY 21-22 funding recommended:	\$100,000	Project Status:	Ongoing Program
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Public Works

Summary

Seasonal maintenance of the Bayfront Canal and culverts along Cordilleras Creek.

Background

Periodic maintenance of the Bayfront Canal and culverts along Cordilleras Creek is necessary to maintain stormwater flows to the San Francisco Bay. Sediment, vegetation, and debris often build up in the channels over time and can lead to local flooding of the surrounding areas during heavy rain events. In order to minimize the risk of flooding and impacts to the surrounding community, funds are requested to perform required maintenance along the channels. Since Cordilleras Creek forms the border between the cities of Redwood City and San Carlos, San Carlos will reimburse Redwood City for half of Cordilleras Creek's maintenance costs.

This project improves stormwater flow and minimizes local flooding risk.

Timeline

This ongoing and routine program will be performed as necessary prior to each winter season.

Operational Impacts

This project would decrease staff time and costs related to stormwater flow blockage and related flooding. If seasonal maintenance is not performed, there could be fines or fees associated with State regulatory compliance requirements.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000
Total	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000

**Ongoing –funding over different projects and multiple years.*



Project #70523

Storm Drain –Creeks and Channels

Functional Area - Stormwater



New FY 21-22 funding recommended:	\$500,000	Project Status:	Ongoing Program
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Repair and rehabilitation of the concrete lined portion of Redwood Creek and its tributaries.

Background

The Redwood Creek Improvements Project involves repairing, rehabilitating, and replacing the concrete lined portions of the Redwood Creek and its tributary branches. Works includes replacing channel walls, rectangular channel walls and creek base slabs, and repairing concrete deficiencies such as spalling and cracking, and corrosion of the reinforcement steel. The current project is focused on the Jefferson Branch of the Redwood Main Branch.

Timeline

The project design has been completed and regulatory approvals have been obtained. The construction work for this project is limited between the window of June and October due to regulatory requirements that do not allow work in the rainy season. Once funding is approved, the construction bidding process may begin within the work window with work potentially spanning up to two work windows to adhere to regulatory requirements.

Operational Impacts

This project will require staff time to plan, design and implement. The project will initially decreased the cost of up-keeping failing infrastructure. There will be ongoing maintenance and operating costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	500,000	2,000,000	2,000,000	2,000,000	2,000,000	8,500,000
Total	Ongoing	Ongoing	Ongoing	500,000	2,000,000	2,000,000	2,000,000	2,000,000	8,500,000

**Ongoing –funding over different projects and multiple years.*



Project #72444

Finance & Human Resources Software

Functional Area - Technology



New FY 21-22 funding recommended:	\$805,464	Project Status:	Implementation
Previously approved project funding:	\$3,121,481	Estimated Completion Date:	By end of FY 2021-22
Remainder to be funded:	\$2,971,638	Estimated useful project life:	30 years
Estimated Total Cost:	\$6,898,585	Department Lead:	Administrative Services

Summary

Replace the existing financial, human resources, payroll, utility billing, business license, and budgeting system with a new system.

Background

In 2017 the City embarked on a project to replace the current 40+ year old financial, human resource, payroll, utility billing (UBS), business license, transient occupancy tax (TOT), and budgeting system with one or more new web based, user friendly, modern systems.

The major objectives of the new system(s) were to standardize operating procedures through the use of user-friendly industry best practices to improve decision making abilities with through dashboards and other state of the art reporting functions, increase staff self-service functions, improve transparency and inter-agency reporting.

Timeline

In late 2018 the City issued an RFP for one or more best-of-breed modern solutions. In May 2019 HdL went live for Business License and Transient Occupancy Tax (TOT) notification, compliance tracking, and online payment processing services. In November 2019 OpenGov went live for budgeting and citizen engagement functions. In September 2020 TrueBill went live with for Utility Billing and Management. The City is currently scheduled to replace the remaining major functions, Finance and HR/Payroll with Oracle Cloud in July 2021 and January 2022 respectively. Implementation costs are scheduled to be paid through June 2022.

Operational Impacts

Realization of organizational efficiencies through the use of more standard municipal operating procedures.

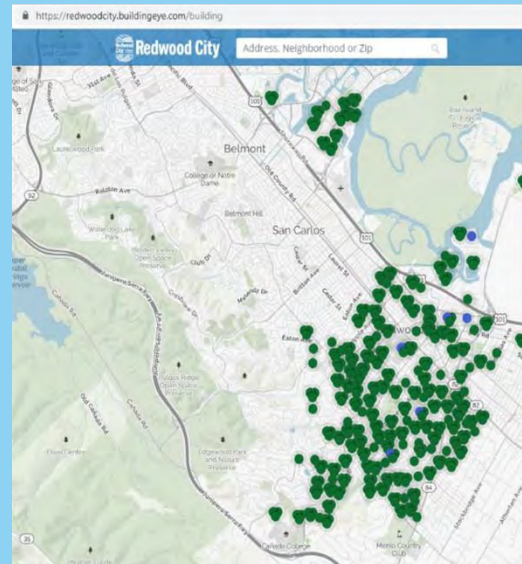
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	1,745,872	1,427,806	318,066	656,364	1,114,364	1,114,364	0	0	2,885,092
686 Water Capital Projects	686,363	586,796	99,567	74,550	185,727	185,727	0	0	446,005
689 Sewer Capital Projects	689,246	583,750	105,496	74,550	185,727	185,727	0	0	446,005
Total	3,121,481	2,598,352	523,129	805,464	1,485,819	1,485,819	0	0	3,777,102



Project #71163

Geographic Information System (GIS)/ Computer Aided Design (CAD) Program

Functional Area - Technology



New FY 21-22 funding recommended:	\$165,000	Project Status:	Ongoing Program
Previously approved project funding:	Ongoing Program	Estimated Completion Date:	Ongoing Program
Remainder to be funded:	Ongoing Program	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing Program	Department Lead:	Community Development

Summary

City-wide Geographic Information Systems (GIS) and Computer Aided Design (CAD).

Background

GIS/CAD technology is required to create, maintain, analyze, and display spatial data, such as addresses, parcels, roads, utilities, as well as more specialized datasets like zoning regulations, emergency response areas, and flood zones. These datasets are critical for decision making processes and are often integrated with cross departmental systems, such as the asset management, work order, utility billing, and permitting systems. The technology is essential for map design and the development of online mapping tools. One such tool is the Community GIS, which enables residents to explore GIS data and look up property information.

Funding for this program provides the service agreements (buildingeye), software licenses (ESRI, AutoCAD), data acquisition fees (aerial imagery, county assessor data), hardware maintenance, (servers, printers/plotters, workstations, etc.), staff GIS training, and ad-hoc consulting fees for specialized GIS or AutoCAD.

Timeline

This is an ongoing and routine program.

Operational Impacts

This project includes staff time to operate and maintain the GIS/CAD program.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
216 Special Gas Tax Street	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	165,000	165,000	165,000	165,000	165,000	825,000
687 Water Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
688 Sewer Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
Total	Ongoing	Ongoing	Ongoing	165,000	165,000	165,000	165,000	165,000	825,000

**Ongoing –funding over different projects and multiple years.*



Project #85091

Technology Infrastructure & Application Support

Functional Area - Technology



New FY 21-22 funding recommended:	\$604,000	Project Status:	Ongoing Program
Previously approved project funding:	Ongoing Program	Estimated Completion Date:	Ongoing Program
Remainder to be funded:	Ongoing Program	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing Program	Department Lead:	Administrative Services

Summary

City-wide technology infrastructure costs.

Background

Hardware and software is required to implement and maintain infrastructure and endpoints capable of providing a secure, reliable, available, capable, accessible, and recoverable platform with which to run the City's many current and future business applications on.

Project benefits include allowing for 24/7 availability of applications for staff, residents, and the community, inter-application data sharing and reporting, and increased security to minimize risks of data breach, loss, and misuse. This project continues making information recoverable in the event of a catastrophic event.

In Fiscal Year 2020-21, the Information Technology Division implemented several initiatives in response to COVID-19 allowing staff to work remotely and residents to have more automated, online communications with staff. These included but were not limited to cyber awareness training, new remote access devices for staff to log into the City network securely, more than 60 laptops and other devices used for remote computing, Microsoft Teams, Zoom video conferencing, two-factor authentication, and the expansion of wireless networks throughout City facilities for staff and residents.

Timeline

This is an ongoing program.

Operational Impacts

Review, planning, and implementation of City wide technologies in support of better communications and applications used throughout the City.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	604,000	500,000	500,000	500,000	500,000	2,800,000
Total	Ongoing	Ongoing	Ongoing	600,000	500,000	500,000	500,000	500,000	2,800,000

**Ongoing –funding over different projects and multiple years.*



Project #75625

Active Transportation Corridor Program

Functional Area - Transportation



New FY 21-22 funding recommended:	\$300,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

This is an ongoing program for the planning, design, and construction of active transportation projects. Active transportation is also known as human-powered transportation.

Background

Planning, design, and construction of active transportation corridors, including walking and cycling facility improvements such as bike lane signage, and crossing improvements; improvements to path connectivity; and development of public transportation corridors. Funding could be used to finance projects stemming from the Managers Mobility Partnership, El Camino Real Corridor Plan, Transit Center Study, and RWCmoves. This funding could serve as local match for grants and for projects partially funded by the transportation impact fee program. Projects could include the Peninsula Bikeway between Redwood City and Mountain View. Project benefits include increasing reducing traffic congestion, reducing greenhouse gas emissions, increasing safety for bicyclists and pedestrians, and supporting economic within our community.

Timeline

This is an ongoing program.

Operational Impacts

This project will require staff time to plan, design, and administer the approved projects. Completed projects may increase ongoing maintenance costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
262 Measure A and W	147,255	146,093	1,162	300,000	100,000	100,000	100,000	100,000	700,000
264 Transportation Grants	699,883	376,737	323,146	0	0	0	0	0	0
285 Traffic Mitigation Fees	285,000	156,983	128,017	0	0	0	0	0	0
Total	1,132,138	679,813	452,325	300,000	100,000	100,000	100,000	100,000	700,000



Project #70294

Emergency Vehicle Traffic Signal Pre-emption

Functional Area - Transportation



New FY 21-22 funding recommended:	\$100,000	Project Status:	Ongoing program
Previously approved project funding:	Ongoing program	Estimated Completion Date:	Ongoing program
Remainder to be funded:	Ongoing program	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing program	Department Lead:	Community Development

Summary

Planning and implementation for traffic signal preemption devices in emergency vehicles and on traffic signals.

Background

Emergency signal pre-emption helps reduce delays at signalized intersections when emergency vehicles are responding to a call. Funds in this account will leverage funding from the transportation impact fee program, which includes signal pre-emption as part of intersection improvement projects along corridors in downtown.

Projects reduce emergency vehicle response times to incidents and increase safety for the community.

Timeline

This is an ongoing program.

Operational Impacts

This project will require staff time to assess, plan, design, and implement.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
262 Measure A and W	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000

**Ongoing –funding over different projects and multiple years.*



Project #75637

Hopkins Traffic Calming Safety Project

Functional Area - Transportation



New FY 21-22 funding recommended:	\$1,800,000	Project Status:	Design update
Previously approved project funding:	\$1,030,666	Estimated Completion Date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	TBD
Estimated Total Cost:	TBD	Department Lead:	Community Development

Summary

The Hopkins Avenue Traffic Safety project includes traffic calming and a pavement overlay.

Background

The Hopkins Avenue Improvement Project will design and build the Hopkins Avenue Traffic Safety Project (conceptual design completed through the Traffic Calming Program) and install a pavement overlay. The conceptual design was developed through a year-long community process and approved by the City Council in April 2018 as a pilot project. This improvement project would increase safety for all roadway users, strengthen connections in the neighborhood by reducing unsafe driving behavior, extends the useful life of the roadway, and reduce lifetime maintenance costs. The project would provide a durable wearing surface for many more years to come.

Timeline

Staff developed the pilot design and awarded the construction contract in April 2019. The pilot construction project was complete in November 2019. The project was delayed due to the pandemic and staff is currently updating the design to reflect feedback from a March 2020 community meeting. A community survey will determine whether or not a permanent project is recommended to the City Council. If a permanent traffic calming project is not approved, staff will proceed with only the overlay.

Operational Impacts

Maintenance efforts will depend on the type and magnitude of the improvements which are installed.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
262 Measure A and W	177,221	0	177,221	0	0	0	0	0	0
264 Transportation Grants	0	0	0	1,200,000	0	0	0	0	1,200,000
278 Measure W	0	0	0	600,000	0	0	0	0	600,000
285 Traffic Mitigation Fees	150,000	425,000	(275,000)	0	0	0	0	0	0
357 Capital Outlay Fund	703,445	267,954	435,491	0	100,000	100,000	0	0	200,000
Total	1,030,666	692,954	337,712	1,800,000	100,000	100,000	0	0	2,000,000



Project #71063

Light Emitting Diode (LED) Street Light Project

Functional Area - Transportation



New FY 21-22 funding recommended:	\$200,000	Project Status:	Implementation
Previously approved project funding:	\$580,175	Estimated Completion Date:	TBD
Remainder to be funded:	\$2,007,810	Estimated useful project life:	15 years
Estimated Total Cost:	\$2,787,985	Department Lead:	Public Works

Summary

Replacement of existing street fixtures and lights with light emitting diode (LED) lights.

Background

Replace City streetlights and light fixtures with light-emitting diode (LED) streetlights and LED compatible light fixtures.

LED lights are durable, long-lasting, and reduces energy consumption. They reduce maintenance costs because of the longer lifespan, compared to typical streetlights. LED lights provide more energy-efficient lighting to reduce the City's energy usage and help meet greenhouse gas reduction targets by 2030.

Timeline

Over half of the City's street lights have been replaced with LEDs. This project will continue the work of converting additional City street lights to LEDs. Approximately 500 lights are expected to be installed by the end of FY 2021-22.

Operational Impacts

This project will reduce maintenance costs due to the long lifespan of the LED lights.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	580,175	237,177	342,999	200,000	200,000	200,000	200,000	200,000	1,000,000
Total	580,175	237,177	342,999	200,000	200,000	200,000	200,000	200,000	1,000,000



Project #70450

Sidewalk Curb and Gutter Program

Functional Area - Transportation



New FY 21-22 funding recommended:	\$100,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Annual program to replace damaged curb and gutters.

Background

On an on-going basis each year, the City replaces damaged curb and gutters on streets that are to be resurfaced. Removal and replanting of trees may also be needed as part of the curb and gutter repair.

Timeline

This is an ongoing program.

Operational Impacts

Decreased maintenance costs of failing curb and gutters.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
262 Measure A and W	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000
Total	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000

**Ongoing –funding over different projects and multiple years.*



Project #75664

Sidewalk Inspection and Repair Program

Functional Area - Transportation



New FY 21-22 funding recommended:	\$266,674	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Public Works

Summary

Perform sidewalk inspection and repairs along public roadways throughout the City.

Background

Sidewalk inspection and repairs are needed along public roadways throughout the City. The budget includes funding for two contract staff dedicated to sidewalk inspections and funding for sidewalk repairs.

The benefits of the project include improvement of City-owned sidewalks, which encourages walking instead of vehicle travel and reduces the risk of trip and fall accidents.

Timeline

This is an ongoing program for sidewalk inspection and repair.

Operational Impacts

If not performed, sidewalks will continue to wear and result in increased maintenance costs, as well as the creation of potentially unsafe walking conditions and associated liability.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	266,674	450,000	450,000	450,000	450,000	2,066,674
Total	Ongoing	Ongoing	Ongoing	266,674	450,000	450,000	450,000	450,000	2,066,674

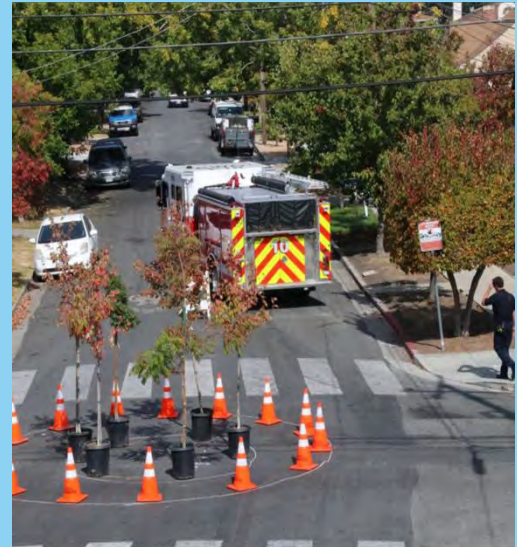
**Ongoing –funding over different projects and multiple years.*



Project #70553

Traffic Calming

Functional Area - Transportation



New FY 21-22 funding recommended:	\$500,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Review traffic calming applications and plan, design, and implement traffic-calming strategies on qualifying streets.

Background

Review traffic calming applications and plan, design and implement traffic-calming strategies and projects on various streets throughout the city to reduce speeding in residential neighborhoods. The implementation of speed-control devices may include speed humps, traffic circles, and radar speed-feedback signs. This citywide program also funds pedestrian and bicycle-related improvements such as marked crosswalks, median refuge islands, and bicycle warning signs. Active projects include Hopkins Avenue (between El Camino Real) and Alameda de las Pulgas and Roosevelt Avenue (between Alameda de las Pulgas and El Camino Real). The next traffic calming project will seek to implement speed humps and rectangular rapid flashing beacons on multiple qualifying streets with neighborhood support. Traffic calming projects increase safety for all road users by reducing speeding and unsafe driving behavior, improve livability in residential neighborhoods, and encourage more interaction among neighbors.

Timeline

These projects require staff time to plan, design and build. Completed projects may increase ongoing maintenance costs.

Operational Impacts

This is an ongoing program.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
262 Measure A and W	Ongoing	Ongoing	Ongoing	500,000	375,000	375,000	375,000	375,000	2,000,000
285 Traffic Mitigation Fees	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
Total	Ongoing	Ongoing	Ongoing	500,000	375,000	375,000	375,000	375,000	2,000,000

**Ongoing –funding over different projects and multiple years.*



Project #85093

Traffic Safety Program

Functional Area - Transportation



New FY 21-22 funding recommended:	\$500,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Ongoing program of traffic safety improvements.

Background

The Traffic Safety Program implements traffic safety improvements identified through the Citywide Transportation Plan, RWCmoves, the Vision Zero Action Plan (under development), and other plans and projects. The improvements include traffic calming, crossing improvements, and new or modified traffic controls, among others. This project could also provide local contributions for projects listed in the Transportation Impact Fee (TIF) Program which are not fully funded by the TIF or for grants.

This program will reduce the number and severity of traffic-related collisions; increase the share of trips taken by walking, biking, and transit; and improve livability within residential neighborhoods.

Timeline

This is an ongoing program.

Operational Impacts

These projects will require staff time to plan, design, and build. Completed projects may increase ongoing maintenance costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
262 Measure A and W	Ongoing	Ongoing	Ongoing	500,000	500,000	0	0	0	1,000,000
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
Total	Ongoing	Ongoing	Ongoing	500,000	500,000	0	0	0	1,000,000

**Ongoing –funding over different projects and multiple years.*



Project #70275

Traffic Signal Replacement Program

Functional Area - Transportation



New FY 21-22 funding recommended:	\$1,891,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Upgrade and/or install traffic signal and lighting systems at various intersections within Redwood City.

Background

This project increases traffic safety and mobility and reduces congestion, delays and associated vehicle emissions. Funding will be used to complete projects partially funded by fair share contribution of development fees and/or as required matching funds for transportation grant-funded project.

FY 2021-22 funding will be used to design upgrades to the Veterans Boulevard/Whipple Avenue intersection.

Timeline

This is an ongoing program.

Operational Impacts

Projects require staff time to plan, design and build.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
262 Measure A and W	Ongoing	Ongoing	Ongoing	500,000	0	0	0	0	575,000
263 Gas Tax Construction Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
285 Traffic Mitigation Fees	Ongoing	Ongoing	Ongoing	1,316,000	0	0	0	0	1,316,000
Total	Ongoing	Ongoing	Ongoing	1,891,000	0	0	0	0	1,891,000

**Ongoing –funding over different projects and multiple years.*



Project #72634

Transportation Planning

Functional Area - Transportation

New FY 21-22 funding recommended:	\$500,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development



Summary

Develop and implement transportation plans for all modes and users.

Background

This project will support the development and implementation of transportation plans for roads, bridges, and highway overpasses. Support local and regional transportation networks and programs. Devise transportation and mobility options for pedestrians, bicyclists, motorists, and transit users.

Transportation planning provides a robust transportation network for all modes of transportation, alleviates congestion and limits neighborhood cut-through traffic when possible, and increases transportation safety and accessibility. FY 21/22 funding will support development of the Transit District Plan and associated station design work, implementation of a micro mobility ordinance, and consultant support for various, smaller transportation projects.

Timeline

This is an ongoing program.

Operational Impacts

This program will require staff time to plan and implement.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
262 Measure A and W	Ongoing	Ongoing	Ongoing	500,000	100,000	100,000	100,000	100,000	900,000
Total	Ongoing	Ongoing	Ongoing	500,000	100,000	100,000	100,000	100,000	900,000

**Ongoing –funding over different projects and multiple years.*



Project #74073

Distribution System Replacement Program

Functional Area - Water



New FY 21-22 funding recommended:	\$3,000,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Systematic replacement of existing aging and under-capacity water distribution mains.

Background

This program systematically replaces miles of aging and under-capacity water mains annually. The City replaces on average 1.5 miles of pipes per year. Additional funding is needed to replace on average 2.5 miles per year in the future. The Water Distribution System Replacement Program ensures the continued service reliability of the water distribution system. New water mains have improved water quality, system performance, fire protection, and reduced system maintenance costs.

Timeline

This is an ongoing and routine program. Projects are typically planned and designed in the winter and constructed in the spring, summer, or fall construction seasons. The construction cycle would repeat next year with minor variations depending on system needs, staff workload, and available funding.

Operational Impacts

This program requires staff time to plan, design, and implement. New water mains require much less maintenance than aging pipes.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	3,000,000	4,500,000	4,500,000	5,500,000	5,500,000	23,000,000
Total	Ongoing	Ongoing	Ongoing	3,000,000	100,000	4,500,000	5,500,000	5,500,000	23,000,000

**Ongoing –funding over different projects and multiple years.*



Project #0

Distribution System Zone Metering

Functional Area - Water



New FY 21-22 funding recommended:	\$250,000	Project Status:	New Project
Previously approved project funding:	\$0	Estimated Completion Date:	TBD
Remainder to be funded:	\$500,000	Estimated useful project life:	10 years
Estimated Total Cost:	\$500,000	Department Lead:	Public Works

Summary

Install smart meters within the water distribution system to mitigate water system losses.

Background

Install Advanced Metering Infrastructure (AMI) and Supervisory Control and Data Acquisition (SCADA) capable water meters at key locations throughout the water distribution system to create district metered areas such that all water supply and demand can be tracked by pressure zone.

AMI is an integrated system of smart meters, communication networks, and data management systems that enables two-way communication with the utility. The system provides a number of important functions that previously had to be performed manually, such as the ability to automatically and remotely measure water use, detect some types of water leaks, and provide water customers with tools to monitor water use.

This project would enhance water demand management and loss prevention, identify areas of greatest water loss, and provide the ability to target pipe replacements and system surveys via water supply and demand trends.

Timeline

This is a new project. The project schedule is being developed.

Operational Impacts

Minor maintenance and troubleshooting may be required initially and long-term operational impacts would include battery replacement, maintenance, and repair of meters to maintain proper operation of the meters.

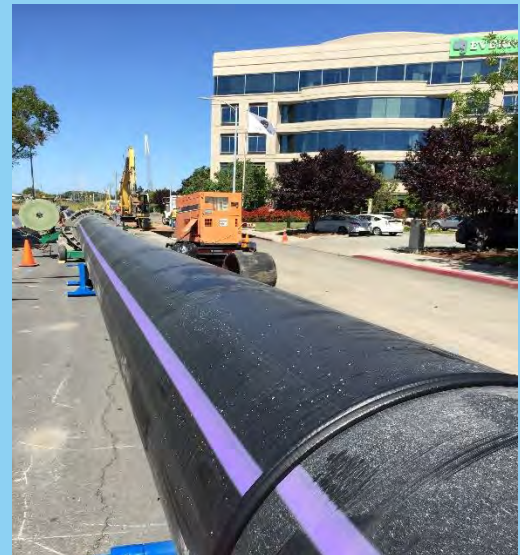
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
686 Water Capital Projects	0	0	0	250,000	250,000	0	0	0	500,000
Total	0	0	0	250,000	250,000	0	0	0	500,000



Project #0

Downtown Recycled Water Distribution Phase 2C Extension

Functional Area - Water



New FY 21-22 funding recommended:	\$1,500,000	Project Status:	Design
Previously approved project funding:	\$0	Estimated Completion Date:	By end of FY 2026-27
Remainder to be funded:	\$4,000,000	Estimated useful project life:	100 years
Estimated Total Cost:	\$5,500,000	Department Lead:	Community Development

Summary

Build out of the City's recycled water distribution system in the downtown area.

Background

Since 2005, the City's recycled water distribution system has been designed and constructed in phases to serve Redwood City customers with a secondary water source for outdoor irrigation and some approved indoor uses. Phase 1 of the project concentrated on expanding the recycled water system in the Redwood Shores and east of Highway 101. Phase 2 of the project is currently underway with extension of the system into the downtown area and the surrounding neighborhoods. Design and construction of Phase 2 pipelines is anticipated to take place over several construction packages in the next four to five years.

Timeline

Phase 1, 2A and 2B are completed. Phase 2C is the last of the three planned phases of Phase 2 and is ongoing.

Operational Impacts

The system consists of high density poly ethylene (HDPE) pipes which are durable and more resilient under seismic events and therefore, require minimal maintenance including annual pipe flushing and valve maintenance. This project adds more pipeline to the overall system and will require additional staff time to maintain.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
686 Water Capital Projects	0	0	0	1,500,000	1,500,000	1,500,000	1,000,000	0	5,500,000
Total	0	0	0	1,500,000	1,500,000	1,500,000	1,000,000	0	5,500,000



Project #0

Main City Recycled Water Tank and Pump Station

Functional Area - Water



New FY 21-22 funding recommended:	\$2,000,000	Project Status:	Planning
Previously approved project funding:	\$0	Estimated Completion Date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	100 years
Estimated Total Cost:	TBD	Department Lead:	Community Development

Summary

Plan, design and construct a new recycled water tank and pump station to reliably provide recycled water to the Main City Recycled Water Service Area.

Background

The Redwood City Recycled Water Program has significantly reduced demands on the potable water supply. The City's total recycled water demand in 2019 was approximately 243 million gallons, distributed among 170 irrigation sites, 12 commercial/industrial sites, and six dual-plumbed sites (for toilet flushing and other non-potable uses).

Future connections include the Broadway Plaza and South Main Street mixed-use projects with approximately 1000+ residential units, and close to 1 million square feet of office and retail spaces.

The proposed recycled water tank and pump station would provide additional reliability and redundancy within the recycled water supply system. As recycled water pipelines were expanded for indoor uses, the need for a second nearer-to-downtown storage and pumping facility to reliably serve the greater Redwood City area including the Downtown area becomes critical.

Timeline

A feasibility study to analyze tank location, facility size, cost, system risk, interim and final build options is planned for FY 2021-22.

Operational Impacts

Once built the new recycled water tank and associate pump station and distribution piping system will require staffing for regular maintenance.

Project Budget

Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
686 Water Capital Projects	0	0	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total	0	0	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000



Project #84079

Pump Station And Tank Rehabilitation

Functional Area - Water



New FY 21-22 funding recommended:	\$500,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Evaluate, design, and reconstruct/rehabilitate system water pump stations and tanks.

Background

This program continuously evaluates the conditions and functions for the City's twelve water tanks and ten pump stations for needed rehabilitations, improvements, and replacements. Projects will be designed and completed annually or over multiple years depending on project complexity, scheduling, and funding availability. Substantial rehabilitation work or full replacement will be phased and completed as stand-alone projects with their own funding.

Timeline

This is an ongoing program with project phases that cycle continuously. Staff are in the planning phase of the cycle and are currently evaluating pump station rehabilitation and replacement needs. This year, the program will complete the evaluation of all the pump stations and will prioritize one or two pump stations for upgrades and maintenance. Other pump stations will be prioritized for recoating and/or coating repairs of the exterior and interior of the steel water tanks.

Operational Impacts

This program will require staff time to plan and implement. The program overall reduces the City's maintenance needs on our pump stations and water tanks and extends the service life of facilities.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	500,000	1,000,000	2,000,000	1,000,000	1,000,000	5,500,000
Total	Ongoing	Ongoing	Ongoing	500,000	1,000,000	2,000,000	1,000,000	1,000,000	5,500,000

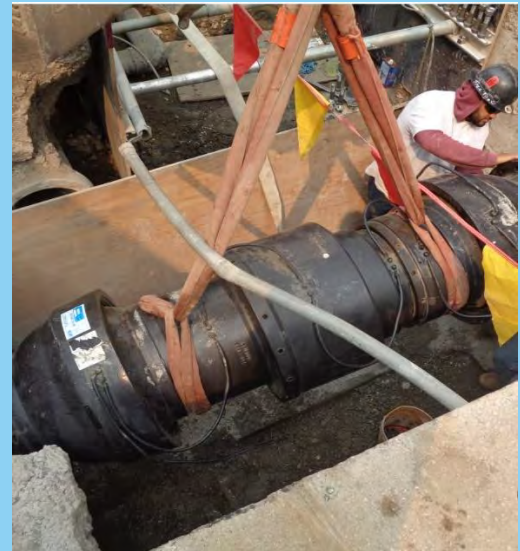
**Ongoing –funding over different projects and multiple years.*



Project #74693

Water System Seismic Improvement Program

Functional Area - Water



New FY 21-22 funding recommended:	\$1,250,000	Project Status:	Ongoing & routine
Previously approved project funding:	Ongoing & routine	Estimated Completion Date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	N/A
Estimated Total Cost:	Ongoing & routine	Department Lead:	Community Development

Summary

Seismic improvements to the water system.

Background

The Water System Seismic Improvement Program implements prioritized seismic improvements based on the condition assessments of tanks and pump stations from the 2011 Water System Master Plan. This program improves system structural performance and service reliability in an earthquake event.

Timeline

Most of the planned seismic improvements listed in the 2011 Water System Master Plan have been completed. Construction for these seismic improvement work on the remaining two water tanks, Easter Cross and Glenloch, are planned for this year. An update of the 2011 Seismic Vulnerability Assessment report will also be prepared.

Operational Impacts

The added seismic improvement features would not require much more than the normally provided maintenance effort on the existing facilities they serve.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-21	FY 2020-21 Carryover	Recom'd FY 21-22	Estimated FY 22-23	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	1,250,000	2,000,000	2,000,000	2,000,000	2,000,000	9,250,000
Total	Ongoing	Ongoing	Ongoing	1,250,000	2,000,000	2,000,000	2,000,000	2,000,000	9,250,000

**Ongoing –funding over different projects and multiple years.*

GLOSSARY

GLOSSARY

ADC – Annual Defined Contribution; this is the annual contribution amount needed to fund retiree benefits, usually pensions or health care.

Accrual Basis – Sometimes called “full accrual” basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Actual – A column heading in the budget. Figures found in the Actual column indicate actual financial information recorded for that time period.

Adjusted Budget – The amount budgeted for a program or account after any adjustments.

Adopted Budget – This is the budget that is adopted by the City Council after reviewing and providing feedback and direction on the recommended budget at one or more budget study sessions.

Advance Refunding – A bond issuance in which new bonds are sold at a lower rate than outstanding ones. The proceeds are then invested and deposited in an escrow account, and when the older bonds become callable they are paid off with the invested proceeds.

Appropriations – An authorization by the City Council to make expenditures and to incur obligations for a specific purpose.

Assessed Valuation – A value established for real property for use as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the utility property tax roll is valued by the State Board of Equalization. Under Article XIII, Section 2 of the California State Constitution, property values are assessed at full cash value (indexed from 1975-76 dollars using the Consumer Price Index; increases not to exceed 2 percent per year). However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal.

Assessment District – Not a separate government entity, but rather a defined area of land that will benefit from the acquisition, construction, or maintenance of a public improvement.

Base Budget – prior year budget, adjusted for current salary, benefit, and internal service factors.

Beginning/Ending Fund Balance – Appropriated resources available in a fund from the prior/current year after payment of the prior/current fiscal year’s expenses. This is not necessarily cash on hand.

GLOSSARY

American Rescue Plan Act (ARPA) – The American Rescue Plan Act of 2021 is a coronavirus rescue package designed to facilitate the United States’ recovery from the devastating economic and health effects of the COVID-19 pandemic.

Bond – A city may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

Budget – A plan of financial operation listing an estimate of proposed applications or expenses and the recommended means of financing them for a particular time period. The budget is recommended until it has been adopted by the City Council.

Budget Message – Included in the opening section of the Budget, the Budget Message provides the City Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

Capital Expenditures – Funds used to provide or improve non-current assets, which include land, buildings and equipment, which will be of use or benefit in providing services for more than one financial year.

Capital Improvement – A permanent addition to the City’s assets, including the design, construction or purchase of land, building, or facilities, or major renovations of the same.

Capital Improvement Program (CIP) – A financial plan of proposed capital improvements with single and multiple-year capital expenditures. This program plans for five years and is updated annually.

Community Development Block Grant (CDBG) – CDBG is a federal grant that is provided by the US Department of Housing and Urban Development (HUD). The money is used to support programs ranging from home improvements and commercial building improvements to grants to local nonprofit agencies.

Community Facilities District (CFD) – Special districts that can raise financing for public facilities. Homeowners in these districts agree to pay for improvements in their district as part of their property taxes spread out over decades, instead of facing an immediate increase in their home purchase price.

GLOSSARY

Novel Coronavirus (COVID-19) - a mild to severe respiratory illness that is caused by a coronavirus (Severe acute respiratory syndrome coronavirus 2 of the genus Betacoronavirus), is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure. NOTE: COVID-19 was first identified in Wuhan, China in December 2019.

Debt Service – Payment of the principal and interest of a debt obligation.

Department – A major organizational unit of the City that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

Development Impact Fees – Fees placed on the development of land or conditions required for the approval of a development project such as the donation of certain land (or money) to specific public uses. The fees are justified as an offset to the future impact that development will have on existing infrastructure.

Diversity, Equity & Inclusion Initiatives – this is an effort to increase the City’s focus on diversity, equity and inclusion in both policy making and City operations.

Fees – Charges for services levied by the City to recover costs associated with providing a service or permitting an activity. Examples of fees include monthly water, sewer, and garbage collection fees, plan checking fees, building permit fees, and franchise fees.

Fiduciary Funds – these funds are held in trustee or agency capacity for others and cannot be used for the benefit of the City.

Financial Sustainability Plan – this is the City’s multi-year approach to maintaining fiscal solvency through expenditure reductions and revenue increases.

Fiscal Year (FY) – A 12-month period of time to which the budget applies. For the City, it is July 1 through June 30.

Franchise Fee – A fee charged for the privilege of using a public rights-of-way and property within the City for public or private purposes.

GLOSSARY

Full-Time Equivalent (FTE) - Some positions within the City are part-time and are budgeted based on hours, and are converted to the full-time equivalent of one position. One full-time equivalent equals 2,080 hours of work per year.

Fund – An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created.

Fund Balance – The amount of financial resources available for use. Also known as financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing issues.

Gann Limit - An absolute dollar limit on the amount of funds derived from taxes that the City can legally appropriate and expend each fiscal year, as specified by Article 13-B of the State Constitution. Any tax revenues in excess of the Gann Limit must be returned to taxpayers. The base-year used on computing the Gann Limit is FY 1978-79, with adjustments to the appropriations limit allowed in succeeding fiscal years for changes in population and changes in the cost of living. Also referred to as **appropriations limit**.

Governmental Accounting Standards Board (GASB) - The accounting profession's regulatory body for governmental accounting and determines what constitutes GAAP for governmental agencies.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting.

Grant - Contribution or gift of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

Home Investment Partnerships Program (HOME) - Is a federal grant that provides funding for the programs that offer affordable housing to low income households including homeowner rehabilitation, homebuyer activities, rental housing and tenant based rental assistance. The City receives its HOME funds from the California State Department of Housing and Community Development.

Inter-fund Transfers - Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.

Property Tax - An "ad valorem" tax on real property, based upon the value of the property. In accordance with Proposition 13, secured property is taxed at the rate of one percent of assessed valuation, plus a rate sufficient to generate revenue necessary to pay for voter approved indebtedness.

GLOSSARY

Rate of Return (ROR) - Gain or loss of an investment, including interest earnings, over a specified time period, expressed as a percentage of the investment's cost.

Recommended Budget - The City Manager's recommendation for the City's financial operations, which includes an estimate of proposed expenditures and revenues for a given fiscal year.

Shelter in Place/Stay at home – A statewide “stay at home” order for all residents in an attempt to prevent the further spread of COVID-19 in the state. All Californians must remain at home unless they have essential reason for going out.

Special Assessment - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Respond.
Restore.
Reimagine.

